

“Saiyid”, “Mir”, “Khawja”, “Seth”, “Haji”, “Qazi”, etc; the word “Esquire” is omitted; and ‘Sahib’ may be added at the end.

A comma is placed after the name, the word “Esquire”, each literary degree and title, official designation, and name of the office. A fullstop will be placed at the end of each abbreviated word and place.

The gazetted officers or officers of their rank usually write their personal names along with their official designations in the place of the sender. But officers below this rank generally write their official designation only, e. g.,

From

The Inspector of Police,

Bareilly.

To,

The Superintendent of Police,

Bareilly.

In the Railway offices the senders do not write the personal names. but only their official designation.

Below the address of the writer and leaving one line, appears the address of the addressee preceded by the word “To” written just below “From”. It will commence right below the

address of the writer at the same distance from the margin. It contains the official designation, name of the office and place. A comma will be placed after designation and name of the office and fullstop after the name of the place. The personal name of the addressee is not given except in personal letters.

(ii) Number and date.

All official letters must be numbered and properly dated. The number on the letter corresponds with its number in the Despatch Diary. There is no fixed rule for writing the No. and Date at particular place in the letter. The practice differs in different offices.

(iii) Salutation. The form of address in an official letter is invariably "Sir" It is written just near the margin right below "To". It is always followed by a comma.

Sir,

Sometimes the heading contains the subject heading or a brief subject matter.

In railway offices the commercial form is used. The mode of salutation is "Dear Sir". The commencing phrase "I have the honour to etc", is replaced by "I beg to etc". The form of subscription is "Yours faithfully". The

commercial form is also used in correspondence between the Government offices and the business firms.

(iv) Body of the letter. A draft is always written in the first person. The first paragraph will invariably contain a brief reference to the subject of the letter, and if it is a reply to another letter, the number and date of that communication should be correctly quoted. The No. and date of the previous correspondence should also be quoted, if the letter has a reference to that. That secretaries and assistant secretaries in the Secretariat should use the phrases "I am directed", "I am desired", "I am ordered", "I am to say". Under instructions from the Governor or Government, "I am to say", and such similar phrases to show that the letter is written by direction of the superior authority.

The officers writing letters on their own authority and in their own names would commence them with the phrase "I have the honour to".

The drafter must be careful to indicate that the communication emanates from the Governor himself, the Governor in council or from a Ministry. Thus the correct form for letters in

the three cases, respectively, is.

(a) I am directed by His Excellency the Governor to say, etc.

(b) I am directed by the Governor General in council to communicate orders on.

(c) I am directed to communicate the orders of the Government of the United Provinces (Ministry of.....)

In addressing authorities who write to Government through Secretaries or Personal Assistants care should be taken to distinguish between the officer in authority and his mouth piece, and opinions or proposals emanating from the former should not be attributed to the latter. Thus in communications to the Government of India, the High Court where a Secretary or Registrar, is addressed, such expressions "as for the information of judges", "for the information of the commissioners" should be added similarly, proposals coming from the Government of India and the High Court should not be described as those of a Secretary or Registrar.

The word "solicit" is not used towards an inferior. When a reference is made to an officer in the draft his designation, and not his name, should be stated; as "the Director of Public



Health," "Inspector General of Prisons", Personal titles and service abbreviations such as O. B. E., C. S. I., K. C. S. I., M A., are not affixed to the official designation. It would be wrong to say "the Director of Industry, G. S. I.," "The Head Master," B. A., P. E. S., Reference to resolutions, notification, rules or articles of a Code or Manual should be in referring to officials holding honorary rank. The word "Honorary" is omitted, as captain M. K. Lari, not Honorary captain M. K. Lari.

An official letter should not deal with more than one subject. In forwarding enclosures their list should be given in the margin or at the end. Abstracts of correspondence should be inserted in a letter in preference to attaching a large number of enclosures.

(v) complimentary close in a formal one such as,

I have the honour to be,

Sir,

your most obedient servant

The letter "I," "S," and "Y" are capital because they begin new lines. All others are small. Each line is followed by a comma. This form is used by officers of all ranks. The form "I have, etc" is sometimes used by officials

while writing to officers of lower ranks.

(vi) Signatures. The signatures should be legible, clear and uniform. The signatures are not followed by the word "Esquire," The title of respect, degrees, and honorary titles are omitted. Rank and corps may be mentioned.

### **Demi-official letter.**

A demi-official letter is written when any additional information on a subject is required ; the matter is Confidential ; in certain classes of personal questions ; and occasionally, in cases of great urgency, to save time. It is addressed by the personal name of the officer and therefore is not opened by the Head Clerk or any other person in the office except the officer himself. Its form is different from that of the purely official letter. It is drafted in a personal and friendly tone. It is written in the first person singular. The place and date is given above as in commercial letters. The address of the addressee is given at the left hand bottom corner below the signature. The form of address is "My Dear Sir", or "My dear Mr.....". The latter form is used when the writer is well known to the addressee. The formal beginning "I have the honour to, etc" is omitted. It is

commenced like a private letter. The subscription form is "Yours sincerely" or "Yours truly". It is signed by the officer without mentioning his designation.

Demi-official letters should not be quoted or referred to in official communications. When instructions which should be on record have been given in the first instance demi-officially, they should be supplemented by an official letter which may usually be very brief. Demi-official correspondence should never be brought on proceedings without a special order. When demi-official correspondence is very confidential, it may be kept by the officer who may send a slip to this effect to the Record Keeper for keeping it in the file.

### **Circulars**

Circulars may be in letter,<sup>o</sup> office memorandum or endorsement form, according to the requirements of the case. The "Circular" is used when information, instructions or orders are being communicated by the head of a department to his subordinate officials. He may issue a circular letter on matter of enquiry affecting the whole department. The Government of India have frequently to issue circulars to the

Provincial Governments which in turn do the same to the Heads of Departments under their control.

### **Resolution.**

Resolutions are issued by Governments who frequently call for reports and suggestions on matters and after consideration of the same, embody the final decision or orders in a resolution. They are used in reviewing the reports and when an important principle is affirmed, or authoritative decision given. A resolution may be described as a communication which formally declares the intentions or views of the Government in regard to certain line of action in dealing with certain class of cases. Resolutions are not drafted by any one below an Assistant Secretary. A resolution generally consists of three principal parts viz., the preamble, the resolution and the order

It is drafted in the third person singular. The names of the Government and Department of Issue are first mentioned. Then follows an abstract of the subject matter of the resolution. Next are stated the number and date. It is usually described as an extract or part of proceedings because it is the final order or decision

on the matter discussed or enquired into. After this is entered the preamble which cites the report under review, or references, or quotations of the letters or documents under consideration.

### **Office Memorandum.**

It is briefly termed "Memo." It may be employed for inter departmental communication between departments and offices of equal standing such as Education, Agriculture, Industries, Revenue, Public Health, etc. It is also used in replying to petitions. The secretary in one department should not issue the orders of Government to a Secretary in another department, as the latter is equally, with himself, the mouth-piece of Government. Accordingly, in addressing the Education Department of the office memorandum is used :—

"The undersigned is directed to intimate that in future members of Indian Education Service, etc.

### **By order**

Secretary to Government.

The officials can also use this form when writing to their subordinates. This is a very general form of communication used when some information is required. It is, however,

employed when the communication is not very important or lengthy.

This is written in a brief form in the third person singular and is numbered and dated. Care should be taken to see that pronouns are not liable to be mis-interpreted. The salutation, formal beginning with the phrase "I have the honour to....." and the complimentary close are omitted. It should always be signed by the sender.

### **Unofficial notes**

Unofficial notes are intended to obtain information on minor points with the minimum of correspondence. It is for routine work and no formalities are observed. The addressee, is addressed from the left and then in the next line the matter is dealt with straight without any salutation. At the end, the sender signs and his designation is also mentioned.

### **Memorandum (attested)**

Memorandum. (attested) is for use where the reference can conveniently be made in brief telegraphic form, thus saving much time and labour. The system is particularly applicated to urgent cases when the individual dealing with the case is able to dispose of it himself without

submitting a draft to superior officer. The signature of the officer from whom the memorandum purports to emanate is merely attested by a superintendent or other responsible officer of the office.

### **Endorsement**

This is the briefest form that an official communication may have. It is used when a letter or its copy is to be forwarded to other authorities and no remarks, explanation or opinion by the transmitting office are required to be made on it. This form should not be used in addressing the Government of India or officers who are not subordinate to a Provincial Government. Instead statement showing the designation of the addressee and the purpose for which the letter is being forwarded, is made at the bottom of the letter itself. The endorsement is always numbered and dated and given the name of the forwarding office. It is signed by the sender who also affixes his designation. When the letter is forwarded in original, the words "in original" are put in the endorsement. In the case of a copy, it may be written either above or below the letter

**Notification, Notice and Advertisement.**

Notifications are employed by the Government, Central and Provincial and by the Heads of Departments in making announcements, gazetting appointments, postings and transfers and in publishing rules and orders passed under legal enactments. They are written in the third person, numbered, dated and signed by the Secretary of the Department concerned. The authority making the notification is also mentioned. All literary degrees, such as B. A., should be omitted from Gazette notification, but all professional degrees, such as M. B., M. D., should be inserted.

**Despatch.**

It is form of Communication between the Government of India and the Secretary of State for India. It is written in first person plural and signed by all the members of the Executive Council.

The form is given blow :—

No. 60 London, the 16th September 1930

To His Excellency the Most-Honourable

The Governor-General of India Council.

**Communique**

It is a statement of official intimation issued



by the Government to remove some public misunderstanding on some matter of vital importance or to supply information on some matter of public interest. As a rule all communiques should be prepared in the administrative branch concerned, and after approval should be sent to the Director of Information for issue to newspaper.

Communiques meant for newspapers in the capital city should be sent out by hand, instead of by post.

### **Proclamation.**

It is issued when a high authority has to make some public announcement of great importance.

### **Telegram**

A state telegram is a telegram sent by an official of Government on Government Business. Municipal Commissioners are not entitled to send state telegrams. State messages may be expressed as "express" or "ordinary" at the direction of the sender. A telegram should not be sent where a letter would serve the same purpose equally well. They should, as a rule, be sent in the "ordinary" class. Copies of tele-

gram are also sent by post in confirmation. They are usually endorsed to confirm.

### **Reminder.**

A reminder is a letter written to invite the attention of an officer to some previous communication, rule or urgent matter. When a case calls for further report or further information, or obviously demands a reply, the drafter should enter on the draft the date on which the reminder should issue. Reminders should be issued with direction and intelligence according to the necessity of each case. It is practically impossible to lay down any hard and fast rules. The time it takes for the letter to reach the officer addressed, the nature of the action to be taken by him, the urgency of the case and other similar matters must be taken into consideration in each individual instance. Ordinarily first reminder should be issued fifteen days after the despatch of the communication. The second reminder should be issued ten days after the issued of the first reminder and the third ten days after the second. If in spite of the issue of three reminders no reply is received from the person concerned the case should be submitted to the officer for orders.

When a due document is not received, within seven days from the due date of its receipt a reminder should be sent to the official concerned.

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## CHAPTER VI

### LANGUAGE OF DRAFTS AND NOTES.

Good writing is not luxury. It is a very practical and efficient instrument for getting work done. The following points should be borne in mind.

1. Try to make your language clear, direct, concise and courteous. Avoid vagueness, redundancy, circumlocution, curtness and ambiguity.

2. When you can do so reproduce verbatim in the draft the order contained in the note. But notes are not always written as drafts, and then the drafter must condense or expand the note so that his draft conveys the right intention.

3. An officer in doubt about the scope or intention of a draft should ask for special instructions

#### **2.—Beginning of Draft**

4. Drafters are fond of the following forms:—

(a) "I am directed to refer to your letter

no. ——— dated ——— and in reply  
to say . . . ”

This opening is bad. It is justified only if there is a long intermediate clause reciting the purport of the letter to which reference is made. Even then, it is better to end the first sentence at the end of the explanatory clause, and then to begin a fresh sentence with the words, “In reply, I am to say . . .” or “I am to say in reply . . .” or simply, “I am to reply . . .” according to circumstances.

(b) “I am directed to reply to your letter no. ——— dated ——— and to say . . .”

This opening is not only clumsy, but redundant. The same idea is expressed twice: for you cannot “reply” without “saying.” This form should never be used.

(c) ——— “In reply to  
with reference to your letter no. ———, dated ———  
——, I am directed to say.”

This form is good. Drafters should always use this form unless they find it necessary to state at some length the purport of the letter to which a reply or reference is made; in which case the first form is preferable.

(d) “I am directed, with reference to your

letter no. \_\_\_\_\_ dated \_\_\_\_\_,  
to say . . . .”

This clumsy form should never be used.

(e) “I am directed to address you on the subject of . . . .”

✓ (f) “I am directed to state the following facts for your information (for the orders of the Government of India, for your guidance” etc, etc.).

Openings of this kind are suitable when the letter is about some new topic.

N. B.—Unless the letter is addressed to the Government of India or to another Government, it is legitimate to dispense with a formal opening in dealing with a new topic. The letter can begin by a plain statement of facts: the phrase “I am directed to” will then come in the letter

5. The phrase “I am directed to” should always appear once in an official letter, because it is the secretary’s warrant for writing. It should not appear more than once: for all repetitions the accepted phrase is “I am to”

N. B.—In demi-official correspondence the corresponding phrase is “I am desired to”, but it should only be used if the writer has in actual fact been “desired” by some superior to write the letter.

6. Drafters should use the phrase “in reply to” only if the draft is really a reply to the letter in question, i.e., if the letter is of

recent date. In other cases, they should use the phrase "with reference to."

*N. B.*—A draft should not "acknowledge receipt" of a letter unless it is written within one month of receipt.

7. If the addressee is not the officer who wrote the letter to which a draft refers, a draft should use the form "Mr. A. B.'s letter" or "your predecessor's letter," as the case may be.

8. It is a common practice to introduce the purport of the letter to which reference is made by the phrase "on the subject of." This is often cumbrous. For example, "I am directed to reply to your letter on the subject of a proposed grant of special pay" is bad. It is sufficient to say "I am directed to reply to your letter proposing the grant of special pay."

9. In beginning a draft, drafters usually reproduce exactly the language of the letter to which the draft refers. This is the result of a desire for accuracy, but it is often unnecessary.

(a) In letters addressed to the Government of India, the subject of the correspondence is stated briefly in a heading. In such a case it is unnecessary to say more than "I am directed to reply to your letter no.—, dated—"

without reference to the heading unless the description in the heading is inadequate.

(b) If the draft conveys agreement without any modification or only with slight modification to a series of proposals, it is unnecessary to recite them at all, but to sanction them in general terms, e g <sup>In reply</sup> ~~With reference~~ to your letter no. ———, dated ———— I am directed to <sup>say that Government sanction</sup> ~~convey the sanction of Government to~~ the proposals described therein (on the following conditions.....”).

The reason for not always adhering exactly to the language of your correspondent is that he may have failed to express himself accurately or concisely; and if exact copying were to go on all down the chain of correspondence the result might easily be that the language of Government would degenerate to the school-leaving certificate standard of some clerk in a district office.

(c) In drafting demi-official letter, drafters should omit the personal beginning and ending—leaving it to the officer who signs the letter to fill these up.

### 3—Addresses.

10. In giving the address of an officer by



name, whether within the letter as in the case of a demi-official letter or on the envelope, the following points should be noted:—

(1) His Excellency Sir. M. H., Governor of — — —

(2) “Hon’ble Mr M H.”, not “the Hon’ble Mr. M H”

(3) *Clergymen*—

Archdeacon, Church of England—

“Ven’ble A. B. . . ., Archdeacon of  
”, or

“The Ven’ble Archdeacon of . . .”

Bishop, Church of England—

“Right Reverend A. B. . . ., Bishop  
of . . .”, or

“The Right Reverend Bishop of . . .”

Others, Church of England—

“Reverend” (with personal initials:  
never Reverend Smith’ but Rev. A. B.  
Smith).

Archbishop, Roman Catholic Church—

“Most Reverend Archbishop A. B.” or

“The Most Reverend Archbishop of . . .”

Bishop, Roman Catholic Church—

“Right Reverend Bishop A. B. . . .”, or

“The Right Reverend Bishop of . . .”

### Others, Roman Catholic Church—

“Reverend Father”—in the case of members of monastic institutions;  
 “Reverend”—in the case of clergy who are not members of monastic institutions.

### Other Churches—

“Reverend” for all.

*N B*—In addressing a clergyman in an official letter the terms “Most Reverend,” “Right Reverend,” etc., should be prefixed to “Sir” both at the beginning and end of the letter.

(4) *Indian gentleman*—Para. 14, Manual of Indian Etiquette, is reproduced below:—

“14.—It is important to know how to address an Indian gentleman in writing. Title-holders are always addressed by their titles, which are given in the Civil list. Suppose a Hindu gentleman named Jagmohan Narayan holds the title of Raja, the proper form of address in writing to him will be ‘Raja Jagmohan Narayan Sahib.’ A Muhammadan gentleman named Sarfraz Ali Khan holding the title of Nawab would be addressed ‘Nawab Sarfraz Ali Khan Sahib’. Similarly in addressing any Indian gentleman of position or an Indian gazetted officer, whether

he has a title or not do not omit to write the word Sahib after his name.

“ Among Hindus honorary prefixes, Pandit, Lala, Shri, Thakur, and so on are used. A Brahman is generally addressed as Pandit and a Mahajan as Lala. In the case of holders of the hereditary titles of Maharaja, Raja, Raja Bahadur or Rana the eldest son is usually addressed as Raj Kumar and all sons as Kunwar. No other persons should however be addressed as Kunwar unless they have been called by that appellation under the authority of Government, as e g., in Darbar lists or in the Civil list. The word Babu is generally prefixed to the names of Bengali gentlemen, and Thakur to the names of Rajputs. Similarly Muhammadan gentlemen are usually addressed with honorifics prefixed to their names, such as Maulvi, Agha, Mirza, Saiyid or Munshi. Maulvi originally implied an Arabic scholar, but the prefixes Maulvi and Munshi are generally given to any educated Muhammadan in default of any other form of address. The prefix Munshi is also addressed to those Hindus who are Persian scholars only, as distinguished from an English-speaking Hindu who is addressed as Babu. The prefix

Mirza is given to Muhammadans of Moghul descent, and the prefix Agha to those who come from beyond the frontier. Some Sikhs are addressed as Sardar. But this appellation should be used in the case of such persons only with whose names it has been used by Government in official correspondence or records. When in doubt as to the appropriate prefix of a particular Hindu or Muhammadan, the word Babu may safely be used in the case of a Hindu and Munshi in the case of a Muhammadan. The prefixes should of course be used in addition to the suffix Sahib. Barristers are in English practice addressed as "Esquire." Therefore in addressing an Indian Barrister, write the word Esquire after his name, unless he is a title-holder, when you should use his title and other prefix before, and the word Sahib after, his name."

#### **4—Description of persons in drafts.**

11. (a) "Secretary of State" and "Secretary of State in Council":

(b) "Governor-General" and "Governor-General in Council":

(c) "Governor" and "Governor in Council"—

are not pairs of synonyms. Drafters should ascertain in each case which is the right term. Do not use hyphens with the words 'in Council.'

12. *Local Government.*—Avoid using this term unless it is necessary for some technical reason, e.g., if a law or rule is quoted in which it is found. Drafters should use instead 'this Government,' 'the United Provinces Government,' 'the Government of the United Provinces,' etc. The term "provincial government" should be kept as a technical term in contradistinction (expressed or implied) to "central government."

13. Do not give officials, whether mentioned by office or by name, their honorific prefixes in drafts. For example say—

(i) "the Secretary of State,"

not "the Right Hon'ble the Secretary of State ;"

(ii) "the Governor in Council,"

not "His Excellency the Governor in Council ;"

(iii) "Mr. Saxena,"

not "Hon'ble Mr. Saxena."

14. When a person's name occurs several times in a draft give his initials, titles and dis-

tinctions at most once only Thereafter refer to him by the usual form of address : e.g., "Sir A. B. Jones, K.C.S.I., I.C.S.;" or "Mr. A. B. Jones, C.S.I., I.C.S.;" "Colonel Commandant A. B. Jones;" "Raja Sir Ram Singh, K.C.S.I., of Rampur"—once only : and thereafter "Sir Arthur Jones : " "Mr. Jones : " "Colonel Jones : " "Sir Ram Singh " (or the "Raja Rampur.")

*N. B.*—When the mention of the name is merely casual (as, for instance, in the phrase "Mr. Jones' letter") do not mention his titles or distinctions.

15. (1) Use the word "Government" in the plural with reference to—

(a) India,

(b) Bengal, Bombay, Madras, the United Provinces, the Punjab, Bihar Sind Orissa, the Central Provinces, Assam and N. W. F. P.

(2) Use the word "Government" in the singular with reference to the North-West Frontier Province, Baluchistan, Delhi, Ajmer-Merwara, Coorg and the Andaman Islands. Panth Piploda.

(3) The terms "Governor-General in Council," "Governor in Council," "Governor acting with his Ministers," are all singular.

(4) 'His Majesty's Government' takes a plural verb.

*N. B.*—The result of this rule is that occasionally such a phrase occurs as "This Government are aware" This, though technically correct, has an appearance of error. When possible, avoid such a phrase and say (for instance) "The Government of the United Provinces are aware."

16. It may happen that the decision set out in a draft is partly that of the Governor in Council, partly that of the Governor acting with his Ministers. In such cases, avoid the terms "Governor in Council" and "Governor acting with his Ministers" and use the term "Government." If the draft is based on an order passed by a secretary or deputy secretary, avoid the term "Governor in Council" or "Governor acting with his Ministers," and use the word "Government."

17. The term "Catholic" should not be used as synonymous with "Roman Catholic." The Church of Rome and its authorities should be addressed and described as Roman Catholic.

#### **5.—Common Faults of Grammar and style.**

18. (a) *Omission of the relative pronoun.*—Be careful not to omit relative pronouns.

Do not write—

(1) "The proposal he submitted,"

(2) "For the period he was in charge," but

(3) "The proposal which he submitted,"

(4) “During the period for which he was in charge,” or

“For the period during which he was in charge.”

(b) *Impossible use of the passive.*—A phrase such as “this permission was not availed of” is common, but is quite ungrammatical. The passive cannot be used in a case such as this.

Write—

‘He did not avail himself of this permission.’

(c) *Clumsy use of the passive.*—Avoid ugly though not ungrammatical phrases such as “regard being paid to,” “effect was given to,” “orders were not complied with,” “which was not attained to.”

(d) *Excessive use of the passive.*—This is a very common fault of style, and takes many forms: ‘Sanction was given,’ ‘approval may be expressed,’ ‘an expression of censure should be conveyed,’ ‘doubts have been entertained’ ‘it is not considered desirable.’ Aim at using the active voice whenever possible.

(e) *Change of voice*—

(1) “The proposal was examined by this Government and they consider . . .”

(2) “This Government examined the



proposal, and it is considered. . . . ”

- (3) ‘ When the proposal was examined by this Government, they considered . . . . ’

In these sentences, there is a sudden change of voice, from passive to active, or *vice versa*. This is bad English. All the verbs in the same sentence, or in connected sentences, should be in the same voice.

For (1) and (2) write—

“This Government examined the proposal, and consider.”

For (3) write—

“When this Government examined the proposal, they considered.”

(f) *Verbal participles that agree with no noun or pronoun.*—(1) “Turning now to clause 2, it will be seen . . . .”

- (2) “Before explaining to Mr. H., Finance Department may see.”

This is both ungrammatical and clumsy. Who or what is to “turn” or to “explain.”

For (1) write—

“Turning now to clause 2, you will see;” or  
“Turning now to clause 2, I am to explain.”

For (2) write—

“Before we explain to Mr. H., Finance Department may see”; or

“Before <sup>explaining</sup><sub>we explain</sub> to Mr. H., we may consult the Finance Department.”

(g) *Long participial phrases*—“I am to convey the sanction of Government to the Civil Surgeon being permitted.”

A phrase of this kind is awkward and ugly.  
Write—

“I am to say that Government sanction the proposal that the Civil Surgeon should be permitted.”

(h) *The split infinitive*—A split infinitive results whenever an adverb is placed between the two words that compose the infinitive, e. g., “to thoroughly investigate.” This is a very common fault in drafts and notes. It is a recognized fault of grammar, because an infinitive should be regarded as one word and not as two.

Write—

“Thoroughly to investigate,” or “to investigate thoroughly.”

*N. B.*—There is no objection to splitting other tenses of the verb; for instance, “he will thoroughly investigate” is good grammar.

(i) *Separation of preposition and relative pro-*

**noun.**—"The decision which this Government complain of." "Of" qualifies "which" and should adhere to it. Write "The decision of which this Government complain."

Avoid ending a sentence with a preposition.

**6.—Words and Phrases incorrectly used.**

**19. (a) As to.—**

"I am to ask for information as to whether these facts are correct."

"I am to ask for information as to; who was responsible."

"As to" is wrong in sentences such as these. The words are unnecessary and should be omitted. The phrase should only be used before a noun, e. g.

"I am to ask for information as to these facts." But "about" or "regarding" would be preferable, even here.

**(b) As regards, in respect to** and similar phrases.—

"As regards" and similar phrases are useful for the purpose of introducing a fresh topic. But drafters tend to overdo their use: indeed some drafters seem incapable of starting a fresh subject in any other way. Drafts often contain a numbered list of items that require separate con-

sideration, followed by a series of paragraphs each of which deals with one of these items, and each of which begins with the words "as regards." Such iteration is clumsy and irritating, nor is it needed. Where items have been listed and numbered, usually no further introduction is required than the number of the item at the beginning of the corresponding paragraph: but if greater precision seems needed, then give the description of the item as a heading to the paragraph, and begin your discussion directly. "As regards," in a case such as this, is *never* wanted.

The effect of the phrase is to bring the topic to be discussed into special prominence, at the beginning of the sentence or paragraph that deals with it. It is appropriate, therefore, if such special prominence is desirable, but not otherwise. And as a general rule prominence will be desirable only—

(1) if the topic is complicated and requires a lengthy explanation :—prominence in such a case is desirable because the reader should realize exactly the nature of the topic before the discussion begins;

(2) if the topic is to be put in contrast with

some preceding topic,—when the prominence given to it will enhance the contrast.

**(c) Point out.—**

The phrase “point out” is often used as synonymous with “explain” or “inform.” But it means more than that. It implies that the addressee ought to have known, or found out for himself, that fact or circumstance which is being “pointed out.” To “point out” is synonymous with to “draw attention to.”

**(d) It appears, it seems or similar phrase.—**

Such a phrase amounts to a statement of opinion. It is wrong therefore to combine it with such a phrase as “think,” “consider,” or “in the opinion of,” e. g. “In the opinion of this Government, it is not necessary” should be “In the opinion of this Government, it is unnecessary.”

**(e) I am (directed) to express regret.—**

This should be either—

“I am (directed) to express the regret of this Government:” or

“The <sup>Government of the United Provinces regret</sup>  
Governor regrets:” or simply

“It is regretted.”

**(f) On this subject, in the matter, (letter) under reference (reply, acknowledgement).—**

These phrases are often used when there can be no possible doubt regarding the “subject,” “matter” or “letter.” The phrase is then mere padding, and should not be used.

When the letter under reply has already been quoted by number and date once in a draft there is usually no need to give these details on a second occasion. In subsequent references it is usually enough to say “your letter.”

**(g) Communication, circular, etc.—**

“Communication” is often used as a synonym for letter, endorsement or other document. It is an ugly word and should be avoided. “Circular” is not a synonym for “circular letter:” used alone, it is a mere adjective and requires a noun. “Letter” is, as a rule, sufficient description for a “circular letter.”

**(h) A or an —**

Use ‘an’ invariably before words commencing with the vowels, a, e, i, and o Do not use it before words beginning with ‘u’ or ‘h,’ or a combination of letters having the sound of ‘u’

except in certain special cases of which the following are important:—

‘habitual,’ ‘heir,’ ‘historical,’ ‘honest,’ ‘honour,’ and ‘hour.’

Write—

An animal; an orange; a European; an habitual; a uniform; an heir; an honour.

(i) **Nor** and **or**.—

“Neither one or the other” is wrong.

Write—

“Neither one nor the other.”

Either one or the other.

After ‘neither—nor’ the verb should be in the singular; e. g., ‘Neither the Hon’ble Member nor the Secretary considers.’

(j) **Clause and section**.—

Use “clause” when you are referring to a subdivision of a Bill: “section” when you are referring to a subdivision of an Act. Similarly “sub-clause” and “sub-section.”

(k) **Miscellaneous**.—

Say—

not “under circumstances” but “in the circumstances”

„ “in the margin” „ “on the margin”

„ “in his behalf” „ “on his behalf”

- |                                       |  |
|---------------------------------------|--|
| „ “prepage”                           | „ “previous page” or,<br>“page no.—.”                |
| „ “do the needful”                    | „ “take the necessary<br>action.”                    |
| „ “this Government<br>will be glad.”  | „ “this Government<br>would be glad.”                |
| „ “to this office (de-<br>partment).” | „ to this Government<br>(in the—— depart-<br>ment).” |
| „ “Mohammedan or<br>Muhammadan.”      | „ “Muslim.”  |

### 7.—Use of expletives

20. Drafters often use such phrases as “extremely desirable,” “absolutely imperative,” “very necessary,” when no expletive is really necessary. The intention is to strengthen the statement; but if the facts do not justify the expletive, it weakens them by producing an impression of exaggeration. It is wiser to leave out too many adverbs than to put in too many.

### 8.—Words liable to be misplaced.

#### 21. (a) **However** and **therefore**.

Rarely, if ever, begin a sentence with these words; and do not place them at or near its end. As a rule, the best place for them is at the end of the first *complete* phrase in the sentence. For



example, in the sentence—"After careful consideration of these suggestions this Government are unable to agree that " the proper place for a "however" or "therefore" would be after "suggestions"; not after "consideration" because the phrase is not complete till the word "suggestions:" nor after "unable" because that is too far from the beginning.

**(b) Only—**

"Only" should immediately precede the expression which it qualifies : e. g.—

"This Government agreed to sanction the charge only if certain other retrenchments were effected."

In any other position "only" would be misplaced in this sentence.

**9 —Some Rules regarding Spelling**

22. (1) Spell words ending in 'able' without 'e' except when 'e' is necessary to indicate the pronunciation of the previous letter or letters. For instance, "desirable," 'movable;' but 'blameable,' 'changeable,' 'noticeable.'

(2) It is often hard to know whether to spell certain words with "ise" or 'ize' The Oxford University Press adopts the following spellings for certain common words :—

'Advertise;' 'apologize;' 'authorize;' 'capitalize;' 'characterize;' 'comprise;' 'criticize;' 'despise;' 'devise;' 'economize;' 'emphasize;' 'enterprise;' 'equalize;' 'excise;' 'exercise;' 'familiarize;' 'franchise;' 'legalize;' 'memorialize;' 'minimize;' 'monopolize;' 'particularize;' 'penalize;' 'popularize;' 'premise;' 'prize;' 'realize;' 'recognize;' 'scrutinize;' 'specialize;' 'summarize;' 'sympathize'

(3) According to the same authority write words such as 'judgement,' 'acknowledgement' with 'e' between the 'g' and 'm'; e.g., judgement' not 'judgment.' The other form, however, is in common use, and some good writers prefer it.

(4) *Note the spelling of some difficult words.*—Accommodation (two *m*'s); accumulation (one *m*); analyse (not analyze); canvas (cloth); canvass (political); cipher (not cypher); connexion (not connection); dependant (noun). dependent (adjective); dependence; distil: but distiller; enroll: but enrolment; ensure (to make safe or certain); foregone (gone before); forgone (given up—"for-gone" conclusion); granter (one who grants); grantor (one who makes a grant—legal); inquire, inquiry (not enquire, enquiry); install; but instalment; insure (in a society or company);

jail (not gaol); licence (noun); license (verb); licensee; loath (adjective); loathe (verb); premise (noun: plural, premisses); premise (verb); re-bind (a book); reinstate; re-enter; re open; sergeant (military); serjeant (legal); stationary (standing still); stationery (paper); tire (of a wheel—not tyre); wilful (woeful, awful, etc: never “full”).

(5) *Doubling consonants with suffixes.*—

(a) Words of one syllable which end in a consonant preceded by a vowel;

(b) Words of more than one syllable which end in a consonant preceded by a vowel, and are accented on the last syllable;

(c) Words ending in-el: and

(d) The word “worship”—

always double the consonant when-ed or-ing is added. For example—

(a) drop: dropped,

(b) allot: allotting,

(c) travel: travelled,

(d) worship: worshipping.

No other words double the last consonant: e.g., balloted, benefited, biased, combated, focused riveted.

(6) *Alright.*—

The phrase "all right" (two words) is often wrongly spelt "alright" (one word). There is no such word in the English language as "alright."

**(7) Altogether.—**

"Altogether" is an adverb meaning "entirely," or an adverbial phrase, meaning "on the whole." All together" is an adjectival phrase meaning "all equally or simultaneously." Do not confuse the two. For example: "These arguments are altogether wrong." means "these arguments are entirely wrong." "Altogether, these arguments are wrong" means "on the whole, these arguments are wrong." "These arguments, all together, are wrong" means "all these arguments are equally wrong."

**10.—Use of Hyphens.**

23. (a) When you use a noun and adjective, or an adjective and noun, together as a compound adjective link the two words with a hyphen: e.g., a nineteenth-century invention: a blood-red hand

(b) Do not join an adverb by a hyphen to the adjective which it qualifies unless the word might escape notice as an adverb: e.g., A well-known statesman: but

A well considered scheme.

(c) (1) Write the following compound words as one word :—

Anybody, anything, anywhere (every-, no-, some-); byname, byword, (also byename, byeword); daybreak; goodwill; handbook, textbook; inasmuch; indoor; lifetime; meantime; meanwhile; midday (noon); nevertheless; notwithstanding; nowadays; oneself (my-, him-, her-, your-); overleaf, oversea; schoolboy, schoolgirl; self-same; wellnigh; wrongdoing.

(2) Write the following compound words or phrases as two or more words without hyphens :—

any one (every-, no-, some-); by and by (also bye and bye); by the by (also bye the bye); common sense (noun); court martial; dare say; fellow men; for ever; Governor in Council; half an inch (dozen, score); ill health (-luck, -nature); none the less; post office.

(3) Write the following compound words and phrases separately with hyphens :—

bi-weekly; by-law (-way; though byelaw and bye law are also common); common-sense (used as an adjective); first-hand. (adjective); Governor-General; guide-book (year-); india-

rubber ; life-like ; never-ending ; one-fourth, (-sixth, etc.) ; out-of-date, (uptodate when used as adjectives) ; quarter-day ; starting-point ; second-hand ; such-like ; to day.

### 11.—Use of Capitals.

24. The use of capitals is much overdone. Typists and drafters seem to think that a profusion of capitals is decorative and lends dignity to their compositions. Generally speaking, use a capital only with proper names, adjectives, such as English, French, which are formed from proper names, and after a full stop. There are apparent exceptions, given below : but examination will show that they are more apparent than real. When words that are not proper names are *used* as proper names give them capitals.

#### (a) *Honorifics.*—

Write—

His Majesty, His Excellency, Hon'ble Mr. (etc., etc.).

#### (b) *Names of posts or offices.*—

(1) When you refer to a post, office, or appointment in general terms do not use capitals, e.g., "The first duty of a settlement officer is to classify the soils."

(2) When you address a particular officer by his office, use capitals, e.g., "The Settlement Officer of — has reported."

The same applies to abstract terms such as "government," "department," which are used with a personal meaning.

Write, e.g., "It is the duty of a government to govern;" "It is not the duty of an administrative department to . . .;"—

. But

"This Government consider it their duty :"  
"The Finance Department has concurred."

(c) "*Bill*" and "*Act*."—

Write these words with capitals whether alone or as part of the name of a particular "*Bill*" or "*Act*."

(d) *Abstract words used as names.*

(1) Terms such as "land revenue," "police," "forest," "finance" are often used as adjectives in conjunction with such words as "department" or "service." The use of capitals is then governed by the rule given above. (b), and the adjective follows the noun which governs it

(2) Such terms are also sometimes used by themselves as convenient names or descriptions of a department, service, head of account, etc.,

and should then be written with a capital, e.g.,  
 "A sum of Rs. 1,000 will be found under  
 Land revenue."

*N. B.*—(1) "Land revenue" not "Land Revenue;" "Administration of justice"; not "Administration of Justice;" "Jails and convict settlements" not "Jails and Convict Settlements." One capital." letter suffices, and it is unnecessary to give capitals to all important words in the phrase. But in the case of such phrases as Board of Revenue, Finance Committee, Assistant Collector, Legislative Council, which refer to individuals or bodies of individuals, give capitals to all important words.

(2) As a broad working rule whenever a drafter or typist is in doubt whether to use a capital letter or not he should *not* use it.

*The unnecessary use of capitals is a serious fault.*

## 12.—Use of Figures.

25. (1) Always use figures for money, weight or measure. In other cases express numbers under 20 in words.

(2) No sentence can begin with a numeral. Write: "Three hundred murders occurred in 1924," not "300 murders."

(3) Where you use words denoting figures, loosely or in a figurative sense, write them in full—e.g., "This has been said a hundred times" not "100 times."

(4) Always show rupees in crores and lakhs, i.e., with commas after the third, fifth, and seventh digits from the right. Show figures relating to other matters, e.g., area, population,



sterling and other currencies, etc., in thousands and millions, i.e., with a comma after the third, sixth and ninth digits.

(5) Wherever there are more than three figures insert commas in the proper place, except in dates.

### 13.—Dates.

26. Write "March 19, 1925" not "March 19th"; or "19 March"; or "19th March"; or "the 19th March"; or "the 19th of March". This is the practice of the Oxford University Press.

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## CHAPTER VII

### ACCURACY

The keynote of all office work is Accuracy. It may or may not be done quickly and cheaply and easily, but it must be done accurately. DO IT RIGHT. An error in an office is like a leak in the hull of a ship. It is not merely a mistake. It is more. It is a loss and a danger. An office is a mechanism. It is like a watch. If does not run correctly, it must be put in order. Any paper that passes through an office is liable to be very important. So is any letter—any name — any entry—any figure.

In a factory, a worker may carelessly throw aside a scrap of wood or metal. It can only be worth a few penies. But in an office any mistake is liable to cause a heavy loss. A boy may lose a letter and cause a lawsuit. A clerk may misplace a letter and loss a good customer. The youngest clerk may make a blunder that will cost the firm Rs. 100 or more.

There is no unimportant work in an office

We can never say in an office, "Oh, it doesn't matter." It does matter. Practically everything that you handle in an office means money—either a money gain or a money loss.

Worst of all, a mistake made by one clerk is always likely to make trouble for others. A takes a folder and leaves it in the wrong place. B spends ten minutes hunting for the folder and putting it back. A, a typist, forgets to enclose a cheque, and B another typist, is then obliged to send a letter of apology.

Writes a wrong address upon a label for a box. He writes Benares instead of Budaun. Y the dispatch clerk spends half an hour and Rs. 3 of the firm's money to bring the box back.

Nominally, an office may cost about 2 or 3 per cent of the firm's gross income, but in reality it usually costs for more because of its errors of omission and commission. An office mistake is usually destructive. It costs time or property or money. And it creates confusion in the organization.

A young man makes a clerical error, and a steamship is sent to the wrong port, or a car-load of goods is shipped to the wrong town. "Clerical Errors"; How often you see them

mentioned in Parliament or in the daily press, as the cause of serious disasters.

If I buy two pairs of shoes from Chaterjee & Co., and if a new sales man makes a mistake and sends me only one pair, I say: "Chaterjee & Co. are very careless in making their deliveries"

The public does not excuse mistakes. If we do 1,000 things right, and one thing wrong, the public will still call us to account for the one error. If it were not for mistakes, we would have lower expenses, We would have higher wages, salaries and dividends. We would require less supervision-less inspection-less checking and verifying. There would be less work for the auditors, who are compelled to spend a long period every year in many a careless office. There would be less worry and waste of time for the Heads of Departments and for the managing director. There would be an intense feeling of satisfaction and contentment in the entire firm, if we could only abolish the common, careless, inexcusable mistakes that happen every week.

The first thing to do therefore is to find out exactly what our usual mistakes are. We must

begin by taking a census of errors. Any one of us may make a certain mistake once. That is not serious. But it becomes a serious thing when we make it twice-thrice-a dozen times.

In every office there are certain usual mistakes. We can find out what they are. We can make a list of them. We can deliberately train ourselves to eliminate these mistakes. This is the best way to begin. Every office has its duds—its common errors—its everyday mistakes. They are inexcusable, because the Manager and the supervisors have spoken about them so often.

You have no idea how numerous these errors are, until you count them. One large drapery shop recently took a census of errors, and discovered over 6000 in one week. One thousand errors a day; These were not in the office only, but throughout the entire establishment.

In general, the main varieties of mistakes in an office are as follows :—

1. Bad writing.
2. Bad punctuation.
3. Bad spelling.
4. Badly made figures.

5. Misplacing papers in files.
6. Failing to return papers to files.
7. Incorrect figuring.
8. Omitting Enclosures
9. Careless checking.
10. Duplicating of work.
11. Losing.
12. Forgetting.
13. Delaying.
14. Mind wandering.
15. Misunderstanding orders.
16. Putting figures in wrong columns.
17. Neglecting care of machines.
18. Unskilled operation of machines.

As someone has cleverly said: "Dirt is good matter in the wrong place." It is the misplacing that causes it to be dirt. The same fact is true of office work. The main principle of accuracy is always: The right thing in the right place.

The second thing to do, after you have made a census of errors, is to find out the causes. To merely scold and blame is not enough. Blaming helps no one, and usually, when we blame a worker, he passes the blame on to some one else. We must usually take it for granted that

every worker is doing the best he can. Few people are so bad that they will make a mistake wilfully.

There is almost always a cause back of the mistake. This cause can be discovered and in most cases it can be removed. When the same kind of error is made repeatedly, you may be sure that there is some basic reason. There are some wrong conditions which the workers themselves may have no power to remove.

These basic causes of errors are as follows, in most offices:

(1) Lack of equipment.

Find out if there are enough machines, and if they are all in good order. As far as possible, the drudgery of the office should be done by machines, not by hand-labour.

A machine in good order is always more accurate than a person. It was designed for its special purpose. It has no will power. It has no interests. It always does the same thing in the same way.

Consequently, better equipment is one way to prevent errors. It improves the quality of the work, too, as well as the degree of accuracy.

(2) bad office conditions.

In the matter of bad lighting, for instance, many errors can at once be prevented by having sufficient light, properly shaded.

(3) Incomplete organization.

An office, whether large or small, should be at least as well organized as a Works. It should not be left to the care of the Chief Accountant, who has his own work to do.

If there are different departments, there may be a large amount of duplication and overlapping.

Two departments may need the same machine, or the same book, or the same letter, at the same time.

One worker may be responsible to two or three departments, in such a way that she receives contradictory orders.

Two departments may be responsible for the same work.

These are matters to be decided by the office manager, in consultation with the Managing Director.

(4) Lack of Supervision.

Supervision is usually lacking in an office, for the reason that every supervisor has his own work to do.

A worker is set at a definite job and



supposed to be able to do it properly. Each worker is largely on his own, in a much higher degree than in a Works.

This is a satisfactory method, if the workers in the office have been trained but if they have not been trained, they must be supervised.

All their work must be inspected daily. No untrained worker can be allowed to pass work through. Office work is so interdependent that it must reach a certain standard of accuracy, or be rejected.

(5) Lack of planning.

In many offices too much confusion exists, there is no definite plan for the day's work. There is too much haphazard. There are too many ways of doing the same thing.

Red tape is always obstructive; but it must be remembered that routine is not red tape. There must always be a regular routine in every well managed office. There must be one right way to do every job, otherwise there is certain to be blundering and disorder.

(6) Complexity of work.

Some office jobs are too complex. They have too many different operations. A worker is obliged to do twelve or fifteen separate things.

and is apt to forget one or more of the details.

The remedy for this is to either :

(a) Devise a self-checking system to prevent errors.

(b) Divide the job up into three or four parts and have it done by three or four workers.

(7) Wrong method of work.

Many office workers use methods that are almost certain to lead to mistakes. They pick up these habits from one another and continue to use them as a matter of habit. Take, for example, the one operation of checking. Many workers try to check too much at a time. This is sure to lead to mistakes. Do not try to check more than one line at a time, or more than four or five, or more than four or five figures. Check in details. Thus :

Messrs. Khanna & Co., Ltd.

La-Touche Road,

Lucknow.

should be checked in three parts, as follows :

1st check: Messrs. Khanna & Co., Ltd.

2nd check: La Touche Road,

3rd check: Lucknow.

A number composed of six figures should be

checked in two operations. Thus, 649. 213 should be checked as follows .

1st check : 649

2nd check: 213

#### (8) Ill Health

Many errors are caused by headaches—more than we realize. Many are caused by drowsiness, fatigue, indigestion, lack of vitality.

For this reason, every large office has its rest room and its little supply of standard remedies. No worker who is suffering from any physical cause should be expected to continue at work.

#### (9) Haste.

Accuracy is always more important than speed, in office work. Workers must first learn how to do the job correctly, then they can gradually work more and more quickly. Quickness comes as a result of skill. Hence the right way to hurry up is to increase your skill. Never hurry with a new job. Go slowly at first. Understand clearly what you are doing. Then, when you are sure, you can go faster.

#### (10) Carelessness.

Here is the source of a thousand errors. It probably causes more mistakes in an office than

all other things combined. Can it be prevented? Yes, it can. It is not always the fault of the employees.

We can prevent most of carelessness in any office by :

- (a) Making the workers more ambitious.
- (b) Making them more skilled.
- (c) Explaining the importance of their work.
- (d) Promoting by merit.
- (e) Trusting them with heavier responsibilities.
- (f) Discharging anyone who is incurably careless.

To sum up, there are three main causes of errors:

1. Not enough knowledge
2. Not enough skill.
3. Not enough interest.

The first one is not serious. It can be removed by having a better system of staff Training.

Workers should not train each other. They should be thoroughly trained by competent instructors. In every office of 100 or more workers there should be a permanent staff Instructor.

The second cause-lack of skill-can be over-

come by training and practice. But the third cause—lack of—interest is much more difficult to overcome. It is usually partly the fault of the worker, and partly the fault of the firm.

You cannot expect a worker to take a keen personal interest in the firm, unless the firm takes a keen personal interest in the worker. The firm should act first. It should train its workers. It should give them a fair chance to do their best. It should trust them and encourage them to be ambitious. It should be quick to reward extra service.

Then, if any worker refuses to respond to fair treatment, if he continues to be suspicious and selfish and slack he can very justly be dismissed. But there are not more than three out of 100 who will prove to be incurably indifferent. Almost every worker will be fair to a fair employer.

And now for a few personal words, on this subject of accuracy. It is an immensely important subject, because it concerns your character as well as your work.

You cannot afford to make mistakes. They prove that you are in some way defective as a worker. And if your mistakes continue, they

prove that you are lacking in will power and self control.

The cost of your mistakes is, in the long run, taken out of your pay. Your mistakes reduce your cash value, as worker.

Better face your mistakes. Grapple with them. Keep a mistake book. Keep it for your own use, but set down in it every mistake you make.

Do not excuse yourself. Do not blame others. Nothing is more injurious to your character than selfpity. Do not try to hide a mistake. Sooner or later it will be found out and it will count greatly in your favour if you point out one of your own mistakes.

X whenever you are not sure—ask. Whenever you don't know—learn how. Supervise yourself. Be your own manager. Drill yourself into a habit of accuracy.

Appreciate the importance of your daily work. Remember that you are dealing with people, not with papers and figures and ledgers and typewriters. You are serving people whom you do not see. You are a strong link in a great chain of trade and commerce. You are entrusted with valuable papers—bills—invoices—letters—contracts.

You are put on your honour to prepare these accurately and to file them in the right place.

The firm is judged very largely by your work, as an apple tree is judged by its apples. Every time you have a perfect day—a 100 per cent day—a day without mistake, you help to promote yourself and you polish up the reputation of the firm.

There is a certain large drapery shop which has become world famous because of its accuracy and courtesy, and this shop has embodied its 'Book of Rules' into the following paragraph. This paragraph is given to every new worker, as soon as he is engaged. He is not allowed to learn anything else until he has memorized it. It is the ideal of the firm. Here it is :—

“To do the right thing at the right time in the right way.”

“To do somethings better than they ever were done before.”

“To eliminate errors.”

“To know both sides of the question.”

“To be courteous.”

“To be an example.”

“To work for love of the work.”

“To anticipate requirements—Develop resources—Master difficulties.”

“To act from reason rather than from rule.”

“To be satisfied with nothing short of perfection.”



## CHAPTER VIII

### SECRETARY THE OFFICIAL PIVOT

#### **1. Duties of Secretary.**

Whether it is a company, a business or any local body, the secretary or manager is the main official through whom almost all the important proceedings pass. This is equally true in the case of public body or deliberative assemblies or business firms. He is to a certain extent the mainspring round which an office works. An energetic secretary, who knows his job, can do a great deal in ensuring the success of his institution. In most matter he has more knowledge than that of his head, although the latter is his official superior. The Secretary has to share responsibilities in all respects. He gets criticism and credit for his work. A secretary should be good tempered and active person.

It is secretary's main duty to call all meetings—general and annual and to arrange

for meetings of executive committees. General and annual meetings are fixed by the committee and the secretary sends notices to the members. If committee meetings are held regularly on certain dates, notifications may be avoided. If not, then the secretary should send a notice to all members specifying date, place and time of meeting and with the notice he should annex the agenda of the meeting. If the secretary finds that members are slack to attend he would be well advised to send notice to each member, even if the meetings are held regularly, so that there may be no excuse for members.

In the case of limited companies in England, it is laid down by law that one meeting, at least, must be held between January 1st and December 31st, and that no more than 15 months may elapse between two consecutive annual meetings. As for meetings of a particular body usually the rules determine when they are to be held.

## **2. Instructions for Secretaries**

The secretary, therefore, has to bear the rules in mind and confer with the chairman or other executive heads as to when and where the meetings are to be held. After a date has been agreed upon, it is the secretary's duty to send

notices to every body who has a right to attend it. The general rule for committees is seven days for notice. As a rule, societies require the same or a slightly longer notice, the time and the place of course has to be mentioned on the notice which is worded in some such way as the following :—

“Notice is hereby given that the Annual General Meeting of.....Company Limited, will be held at Kaiserbagh, Lucknow, on Thursday, the fourteenth day of August, 19 ..., at 4. p. m. A copy of the agenda is enclosed.”

By order... ..Secretary.

In the agenda the secretary records all items that are likely to be discussed. These items should be approved by the chairman before they are brought up on the agenda. A specimen agenda is reproduced below.

A committee meeting of.....club will be held at.....on Tuesday, March.....19..... at.....p. m.

### **Agenda**

1. Confirmation of minutes of last meeting.
2. Consideration of the report of reorganisation committee.

3. Appointment of a clerk.
4. Accounts for payment.
5. Correspondence.
6. Any other business.

Besides the agenda, there is also an agenda book in large bodies. The Agenda Book is a minute book in two columns, in the first of which the secretary enters the matter to be settled at the meeting, beginning with the minutes of the last meeting. In the second column he records the decisions arrived at. Below is given a specimen page of an agenda book.

### Agenda Book.

Fourth ordinary General Meeting—March,  
—, of the—Company, Limited.

Minutes last meeting.	{	Read, confirmed, signed.
Report and Accounts.	{	Adopted.
Dividend.	{	Proposed by chair and seconded by Mr.....that dividend of ..... <sup>0</sup> / <sub>10</sub> be distributed Carried Nem Con.
Resignation of Sir Arthur H...	{	Proposed by Dr. B and seconded by Canon C. that Sir Arthur H. be asked to continue on the Board. Carried Nem. Con. Sir A. continues.

and so on.

Before the meeting begins, the secretary should see that all the arrangements for the reception and comfort of the members have been made. Then he will take his seat on the platform, usually at the chairman's elbow. He is needed there because it is to him that the chairman turns when he wishes to know a fact, such as a set of figures, or needs the production of a document. The secretary is usually called upon to read the notice of the meeting and the minutes. This is the only time he has to speak, unless the chairman calls upon him to read a document or explain something that has arisen out of his duties. Usually a secretary's speech is no more than a brief statement of facts and always, it is as short as the matter permits.

The most important task of a secretary is to record minutes. This will be dealt with in the subsequent chapter.

### **3. The Minute Book.**

It would be useless for people to come together and deliberate on matters of importance if no record were kept of their actions and findings. A history of every meeting of any

importance therefore is always compiled. The Secretary notes it and it is known as the "minute" or 'Journal'

In order that minutes can be preserved and easily consulted, at any future date. every society, company, club or other gathering which meets regularly, maintains a minute book in which these records are written one after the other in chronological order.

The minutes must be very carefully written in order to record correctly exactly what happened at each meeting. In extreme cases, the minutes may be used as evidence in courts of law; thus their accuracy must be the primary concern of every secretary.

Every secretary need not reproduce the minutes of a meeting in exactly the same way, still a certain amount of uniformity is advisable, and it is best to plan them on the following lines;

(i) Date, hour and place where the meeting was held. Whether the meeting is ordinary, adjourned, or special.

(ii) Name of the chairman. The change of a chairman during the course of a meeting should be recorded.

(iii) Names of other officials who were pre-

sent, and total number of members who attended. In small meetings, the names of every body present may be mentioned.

(iv) An account of the formalities gone through before the actual business was transacted. This includes such matters as the secretary's reading of the notice convening the meeting, and the reading of the minutes of the previous meeting.

(v) An outline of the actual business transacted. It is naturally the most important part. It usually commences with a memorandum that the minutes of the last meeting were read, followed by a resolution adopting them as a correct record, then in the case of a committee, usually comes, "Business arising out of the minutes" and any further business as it appears on the agenda, often in the case of committee meetings, commencing with "correspondence"; but letters dealing with any specific matters must be read to the meeting when such business comes up for consideration.

The purport of all letters and other communications read should be briefly stated in the minutes and followed by the resolution (if any) passed on the matters referred to therein, or, if

the letters are unimportant, a memorandum as to what was done.

When a letter or other document is controversial or very important, it is sometimes inserted in full, but it is usual in such circumstances to pass a resolution that such letter or document be entered in the minutes.

Reports or minutes of committees presented for adoption or confirmation must usually be set out in full and followed by the resolution adopting, confirming, amending or referring back, as the case may be.

Resolution must be carefully worded and should be preceded by the names of the movers and seconders, although the latter is not essential. The fact whether lost or carried must, of course, be stated; and, if so desired by any member, the numbers and names of those respectively voting for and against. If unanimous, the fact should be stated thus :—

“It was resolved unanimously”, or

“It was moved by Mr. Benerji, seconded by Mr. Saksena, and carried unanimously, that, etc. . . . .” In order to ensure accuracy, all substantive motions and amendments should be handed to the chairman in writing, signed by the



mover, seconded and read to the meeting before any debate thereon is permitted.

#### **4 Specimen Minutes**

The following is the specimen of minutes.

Minutes of the Tenth Ordinary Meeting of the E. I. Rly. Co-operative Society, held on January—19—, in Kaisarbagh, at 7-30 p. m.

The chair was taken by Mr. A.

The following members were present; Messrs. B. C. D etc.; also Mrs. L. M. N. etc., and Miss O

The Secretary, Mr. P., was also present.

The notice calling the meeting was read by the secretary, who followed by reading the minutes of the Ninth Ordinary Meeting, held on October—, 19—. These minutes were confirmed and signed by the chairman.

Letters of apology were received from Messrs. Q and R., who regretted their inability to be present, the former on account of illness and the latter from business pressure.

A letter was read from the Secretary of the Lucknow Athletic Club.

Upon the motion of Mr. B. and seconded by Mr. C, it was resolved, unanimously, that the programme and other details of the

presentation be entrusted to Mr. D., Miss O. and the Secretary.

A long discussion then ensued regarding the growing funds of the society in the bank, and it was moved by Mr. C. and seconded by Miss O., that Rs. 200 be expended on refurnishing the Society's room.

An amendment was moved by Mr. D., and seconded by Mrs. L., that the sum be increased to Rs. 300; but this was rejected by the meeting. (Votes 10 for, 15 against).

The original motion was then put to the meeting and carried by a majority of 20 votes.

Mrs. M then made the complaint that the library was in a disorganised condition, that certain books had been borrowed and never returned; whilst others had suffered defacement that was not ordinary wear and tear. She proposed, and Mrs N. seconded, a motion to the effect that a committee of four be appointed to enquire into a more up-to-date system of classifying, lending and preserving the books.

The motion was put to the meeting and was adopted unanimously.

Upon a motion proposed by Miss. O., and seconded by Mr. B, it was unanimously agreed

that the committee should consist of Mrs. M., Mrs. N, Mr. C , and the Secretary.

As there was no further business, the meeting terminated at 10-15 p. m. after a vote of thanks was accorded to the chairman.

### **5. Office Work.**

Besides keeping the minutes of a meeting, other important duties of the Secretary are :—

(1) Keeping of registers and making statutory returns etc.

(2) Correspondence.

(3) Preparation of agreements and other documents.

(4) Control of cash and banking accounts.

(5) Signing of cheques and Bills etc.

(6) Office control.

In companies various registers are kept. The register of members records names, addresses, occupation of every member, number of shares bought, amount paid, cessation of membership and its transfer. The index gives the names of members in a fixed order. The annual summary gives total capital, number of shares, total recovered from calls, total unpaid, total of shares forfeited, names and particulars of shares held by persons who have ceased to be members since the list

was prepared, etc. This summary must be written in a different part of the register showing each member's individual holding, and must be completed as early as possible after the meeting.

The Register of Mortgages records a description of the property mortgaged, the amount of the mortgage, and the names of the mortgagee. It is necessary however, to make the record somewhat more detailed, in order that it may be of some practical value.

The shareholders as also the creditors have the right of free inspection of the register and the copies of instruments creating the charge, and the company is not bound to supply copies. The register is to open "at all reasonable time," and those who inspect may make extracts.

The register of Debenture Holders gives details regarding Debenture Holders. Shareholders and registered holders of debentures have the right to inspect this, free. No one else has any right of inspection.

These three registers, namely, of members, of mortgages, and of debenture holders, are the only ones that persons, even if they use not directors and auditors, have any legal right to inspect.

The Register of Directors gives details regarding Directors. Changes in the directorate must be entered as they occur, and notice posted within fourteen days to the registrar, to whom also must be sent (included in the annual return) a list of the names and addresses of persons who at the date of the return are directors of the company, or occupy the position of directors, by whatever name called.

The Register of Transfers details entries for the register of members. The points upon which the secretary when handling transfers should be careful are :—

(a) The production of a proper instrument of transfer, correctly stamped

(b) The initialling of alterations (if any) by all parties to the transfer. •

(c) Verification of transferor's signature by comparison with his signature appearing on the transfer deed by which he acquired the shares.

(d) The recording, on being advised of a shareholder's death or on seeing report of it in a newspaper of the fact against his name in the register, to prevent the sending out of any dividend or the making of any transfer until

probate and letters of administration have been produced.

(e) The sending of a notice, before a transfer is made, to the registered holder that this is about to be done, in order that he may intervene if any fraud is being attempted.

(f) The production and cancellation of the transferor's share certificate.

The Lost Papers Register records the loss share certificates by lawful holder in order to prevent any fraudulent transfer.

Auditors have right of access at all times to all books, accounts and vouchers, and the secretary should meet any demands of this nature cheerfully. Nor should he resent it if asked to furnish proof as regards his own payments or receipts; for it is one of the maximums of accountancy that no servant's uncorroborated statement on such a point should be accepted. At the same time it is not the duty of an accountant to go to work as if he were opening a criminal investigation, and if by such a misconception of his duties he is upsetting the staff, a tactful word from the secretary may do good.

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## CHAPTER IX

### THE LOCAL SELF GOVERNMENT ADMINISTRATION

This chapter is intended specially for the use of Municipal and other local bodies in India. After the introduction of Montague-Chelmsford Reforms in 1920, the department of Local Self-Government was transferred to the hands of ministers responsible to the legislature. In almost all the provinces the councils used their new powers to make local bodies a more effective training ground for larger and wider political responsibilities. The general trend in the case of most provinces was the same. Almost all aimed at lowering the franchise<sup>1</sup> and at increasing the elected element in local bodies so that almost every local body has now an elected majority and a non-official chairman. In other words the new changes made these institutions more real and active.

#### **Municipalities.**

The general scheme of local self-Government organisation in India may be divided into two categories, urban and rural. The urban boards ,