Pakistan Institute
of Public Finance Accountants

Model Solutions

Public Sector Business Communication & Report Writing

AGP | CGA | PG | PMAD | WAPDA | KPG | SG | Public Sectors

Winter Exam-2024

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Winter Exam-2024
Solutions – Public Sector Business Communication & Report Writing

Q.1. a Concrete information, such as specific data and detailed examples, significantly enhances the persuasiveness of a message. Here's how:

- **(i) Builds Credibility:** Specific data and examples provide evidence that strengthens the argument. For example, saying "Our product improved efficiency by 30% in a study of 100 businesses" is more convincing than a vague claim of improved efficiency.
- **(ii) Appeals to Logic:** Detailed statistics and real-world examples make the argument more rational and convincing. For instance, a budget proposal stating "The program reduced local flu cases by 40% last year" provides concrete evidence of its effectiveness.
- **(iii) Illustrates Impact:** Concrete examples show the practical application and benefits of a proposal. For example, sharing a case study where a similar initiative led to a 20% productivity increase makes the proposal more relatable and persuasive.
- **(iv) Avoids Weak Arguments:** Without concrete information, arguments can seem unsubstantiated and weak. For example, claiming "This policy will improve employee morale" without specific data or examples may appear less credible.

In summary, integrating concrete information makes arguments more credible, logical, and impactful, enhancing the overall effectiveness of persuasive communication.

Q.1. b The channel in communication refers to the medium through which a message is transmitted from sender to receiver. Its significance lies in how it affects both the delivery and reception of the message:

- **(i)** Impact on Delivery: Different channels (e.g., email, face-to-face meetings, phone calls) can influence the speed and formality of communication. For instance, face-to-face meetings allow for immediate feedback and nuanced discussions, while emails may delay responses and lack non-verbal cues.
- **(ii)** Impact on Reception: The choice of channel affects how well the message is received and understood. Channels with rich, interactive features (like video calls) often facilitate clearer understanding through non-verbal cues, while written channels (like reports) require careful reading and may lack immediacy.

In summary, selecting the appropriate channel is crucial as it impacts how effectively the message is communicated, how quickly feedback is received, and the overall clarity and impact of the communication.

Q.2. a A 'Circular' in the context of public sector communication is an official document issued by a government department or agency to disseminate information, policies, instructions, or guidelines to a wide audience within the organization or to other related agencies and departments. The primary purpose of a circular is to ensure uniformity and consistency in the implementation of policies, procedures, and administrative instructions across different divisions and subordinate offices.

Purpose:

- To communicate new policies, changes in existing policies, or administrative instructions.
- To ensure that all relevant personnel and departments are informed simultaneously.
- To provide clear and consistent guidelines on specific issues or procedures.

Example: A circular might be issued by the Ministry of Health to all public hospitals and health departments detailing new procedures for handling a contagious disease outbreak. This circular would outline steps for diagnosis, reporting protocols, quarantine measures, and treatment procedures to ensure a standardized response across all health facilities.

Q.2. b **Purpose:** An 'Endorsement' is used to forward a copy of a communication to additional recipients apart from the original addressee. It serves to keep other relevant parties informed, provide necessary instructions, or request further action related to the original communication.

Differences:

- **Specificity of Purpose:** Unlike general communications such as memoranda or circulars, endorsements are specifically used to share a copy of an existing document with additional parties.
- **Format:** An endorsement typically includes a brief note stating the purpose of forwarding the document, such as "for information," "for necessary action," or "for compliance." It often begins with phrases like "A copy (with a copy of the letter replied to) is forwarded to…"
- **Context:** While a memorandum or circular might introduce new content or instructions, an endorsement is used to pass along existing communications to ensure all relevant parties have the necessary information or to request actions based on the original document.

Example: If a government division receives a policy directive from the Ministry of Finance and needs to inform regional offices about the new policy, an endorsement might be used. The division would forward a copy of the directive to the regional offices with a note stating that the document is for their information and necessary action.

Q.3. a **Drafting the Cypher Telegram:**

- Language and Style: Draft the message in normal, clear English rather than telegraphic language. Avoid unnecessary verbiage to ensure the message is concise and to the point.
- Content Justification: Ensure the content of the message justifies its issuance as a cypher telegram, as cypher communication is classified and should only be used for sensitive information that requires such security.

Preparation for Transmission:

- Sealed Cover: Place the prepared message in a sealed cover to maintain confidentiality.
- Addressing: Address the sealed cover to the Cypher Officer on Duty at the Crypto Centre, Ministry of Foreign Affairs, Islamabad.

Transmission Process:

- Secure Channel: Transmit the cypher message through the Pakistan Crypto Centre, Ministry of Foreign Affairs, Islamabad, which is equipped to handle classified communications securely.

Handling Copies:

- Copy Prohibition: Do not make any copies (photocopies or typed) of the cypher telegram. If a copy is required, request it in writing from the Cypher Officer on Duty.
- Security Breach Avoidance: Making unauthorized copies is a serious breach of cypher security and compromises communication security.

Reference Management:

- Avoiding Compromise: Do not reference both the reference number and date of the cypher telegram in any unencrypted (enclair) communication, as this compromises its security.
- Transmission Restrictions: Do not transmit a cypher telegram enclair via fax or any other electronic means, as it requires security protection.

Q.3. b I would respond by informing the team member that sending a cypher telegram via fax or email is strictly prohibited as it compromises security. According to the guidelines, cypher telegrams must be transmitted through the Pakistan Crypto Centre, Ministry of Foreign Affairs, Islamabad, in a sealed cover addressed to the Cypher Officer on Duty. I would emphasize the importance of following this secure channel to maintain the confidentiality and integrity of the classified message.

Q.4. Inquiry Report: Workplace Harassment Investigation

1. Introduction

This report details the findings from the internal inquiry into the allegations of workplace harassment within [Company Name]. The investigation was conducted to address the concerns raised by employees and ensure a safe and respectful work environment. The following sections outline the investigation process, evidence collected, findings, and recommendations.

2. Investigation Process

2.1 Appointment and Scope

On [Date], I was appointed to lead the inquiry into allegations of workplace harassment. The scope of the investigation included gathering evidence, interviewing involved parties, and preparing a comprehensive report on the findings.

2.2 Investigation Team

The inquiry was conducted by:

- [Your Name], Lead Investigator
- [Names of other team members, if any]

2.3 Timeline

- Initial Meeting: [Date]
- Evidence Collection:[Date to Date]
- Interviews Conducted: [Date to Date]
- Report Compilation:[Date]

2.4 Methodology

The investigation followed these steps:

1. Review of complaint details and relevant documentation.
2. Collection of evidence including emails, messages, and recorded incidents.
3. Conducting interviews with complainants, alleged perpetrators, and witnesses.
4. Analysis of evidence and interview outcomes.

3. Evidence Collected

3.1 Documentation

- Complaints: Detailed written complaints from [Employee Names] outlining specific incidents of harassment.
- Emails/Correspondence: Relevant emails and messages between involved parties.
- Records: Attendance logs and any documented prior complaints or disciplinary actions.

3.2 Witness Testimonies

- Witness 1:[Name], [Position] - Provided observations of incidents.
- Witness 2: [Name], [Position] - Testified to interactions and behavior.
- Witness 3:[Name], [Position] - Offered insight into the work environment and culture.

3.3 Interviews

- Complainants: [Names], discussed their experiences and provided context to the allegations.
- Alleged Perpetrators: [Names], responded to the allegations and provided their perspective.
- Colleagues: [Names], provided additional context and observations.

4. Findings

4.1 Harassment Incidents

The investigation identified the following key incidents:

- Incident 1: Description of the incident, including date, parties involved, and nature of harassment.
- Incident 2: Description of the incident, including date, parties involved, and nature of harassment.
- 4.2 Evidence Analysis
- The evidence supports the claims of inappropriate behavior by [Alleged Perpetrator’s Name] towards [Complainant’s Name]. Key findings include:

- Consistent Patterns: Repeated instances of unwanted behavior.
- Corroborated Accounts: Multiple witnesses confirmed similar observations.
- Inadequate Response: Previous complaints were not addressed effectively.

5. Recommendations

5.1 Immediate Actions

- Disciplinary Action: Implement appropriate disciplinary measures against [Alleged Perpetrator's Name] as per company policy.
- Support for Complainants: Provide counseling and support services to the affected employees.
- Training: Conduct mandatory training on workplace harassment for all employees.

5.2 Long-Term Measures

- Policy Review: Update the company's harassment policy to ensure clarity and effectiveness.
- Reporting Mechanism: Establish a confidential reporting system for harassment claims.
- Culture Improvement: Promote a culture of respect and zero tolerance for harassment through regular workshops and communications.

6. Conclusion

The investigation confirms that the allegations of workplace harassment were substantiated. It is crucial to address these issues promptly and implement the recommended measures to foster a safe and respectful work environment.

7. Appendices

- Appendix A: Copies of complaint documents.
- Appendix B: Summaries of interviews.
- Appendix C: Relevant correspondence and evidence.

Report Prepared by:
[Your Name]
[Your Title]
[Date]

Q.5. Steps to Prepare and Submit a Draft Communication as a Section Officer:

As a Section Officer, preparing a draft communication for submission to a higher officer involves several crucial steps to ensure clarity, accuracy, and proper formatting according to the guidelines. Here are the detailed steps:

Draft Preparation:

Clarity and Precision: Ensure the draft conveys the exact intention of the orders passed. The language should be clear, concise, and free of ambiguity. Avoid lengthy sentences, redundancy, superlatives, and repetitions.

Summarize Main Points: For lengthy or complex communications, summarize the main points in the concluding paragraph to enhance understanding.

Formatting the Draft:

Double-Spaced and Margins: Write or type the draft in double space on both sides of the paper, leaving a sufficiently wide margin for corrections and additions.

Diary/File Number and Subject: Include the relevant diary number or file number, and the subject at the top of the draft. Always provide the reference number of the addressee's previous correspondence if available.

Serial Numbers: When issuing multiple communications under the same file number on the same date to the same addressee, use serial numbers to avoid confusion (e.g., "1-2(i)/60-Admn.", "1-2(ii)/60-Admn.").

Enclosures and Copies:
Indicate Enclosures: Clearly show the enclosures accompanying the fair copy by marking a diagonal stroke in the margin and indicating the number of enclosures at the end of the draft on the left-hand corner.
Existing Copies: If copies of the enclosures are available and do not need to be typed, state this clearly in the margin for the typist's guidance.
Extra Copies: If the receiving office will require extra copies, indicate the number of copies needed on the draft.

Approval and Finalization:
Officer's Approval: Ensure the officer who will sign the communication initials and dates the draft, indicating their approval. The officer's designation should also be noted on the draft.
Clean Carbon Copy: Place a clean carbon copy of the issued letter on the file. Reference this copy before any further action is taken on the file.

Priority and Dispatch Instructions:
Priority Marking: Indicate the appropriate priority marking such as "Residence", "Immediate", or "Priority" on the draft.

Special Dispatch Instructions: If the communication is to be sent by special messenger, registered post, Express Delivery, U.M.S., or Air Mail, provide the necessary instructions on the draft for the dispatcher's guidance.

By following these steps, you ensure that the draft communication is well-prepared, clear, and correctly formatted, facilitating smooth approval and efficient communication.

Q.6. (i) **Private Secretaries to Secretaries/Additional Secretaries:**

- Telephone Management: Attend telephone calls and maintain records of trunk calls.
- Screening: Screen callers and telephone calls.
- Engagement Management: Arrange engagements and maintain an engagement diary.
- Meeting Preparation: Prepare papers for meetings and interviews.
- Task Management: Ensure matters requiring the Secretary's attention are brought to their notice timely and in proper form.
- Case Maintenance: Maintain and index N.G.O. cases.
- Document Handling: Receive, arrange, and register the Secretary's papers and correspondence, including secret and top-secret documents.
- Suspense Case Management: Keep records of suspense cases and ensure they are presented to the Secretary on due dates.
- Reference Material Maintenance: Keep reference books up-to-date.
- Tour Assistance: Attend to work connected with the Secretary's tours.
- General Assistance: Assist the Secretary as directed.
- File Management: Maintain proper records of file and classified document movements.
- Visitor Management: Receive and conduct visitors.

Q.6. ii **Finance and Accounts Officer:**

- Advisory Role: Advise the Principal Accounting Officer on all financial, budgetary, and accounting matters.
- Responsibility: Perform duties prescribed by the Finance Division.
- Supervision: Work under the Principal Accounting Officer or the next higher officer if direct supervision is not feasible.
- Subordinate Management: Supervise subordinate officers and staff necessary for the job.
- Exclusive Focus: Concentrate exclusively on financial, budgetary, and accounting tasks within the Ministry/Division.

Q.6. iii **Financial Advisor:**

- Objective Support: Help the Ministry/Division achieve its goals with an emphasis on economy.
- Operational Insight: Gain first-hand knowledge of the administrative Ministry's working and objectives.

Q.7. **Office Memorandum**

To: All Department Heads

From: Section Officer

Date:

Subject: Required 10% Reduction in Operating Expenses for the Next Quarter

The undersigned is directed to convey that, due to budgetary constraints, it is necessary for our department to reduce operating expenses by 10% over the next quarter. This measure is essential to ensure financial stability while maintaining our service quality.

Objective:

The goal is to streamline processes and reduce non-essential expenditures without compromising efficiency.

Action Required:

1. Review Processes:
   - Identify and eliminate redundant activities.
   - Propose improvements for cost savings.
2. Reduce Expenditures:
   - Categorize and reduce non-essential spending.
   - Optimize Resources:
   - Use resources efficiently and promote energy-saving practices.
3. Travel and Training:
   - Limit expenses to critical needs and encourage virtual meetings.
4. Collaboration:
   - Engage teams for cost-saving ideas and foster financial prudence.
5. Submission of Plans:
   - Department heads must submit a plan detailing actions to achieve the 10% reduction. Include an overview, timeline, and financial impact of measures.
6. Deadline for Submission:
   - Submit plans by [specific deadline, e.g., August 20, 2024]. These will be reviewed for a comprehensive strategy.

The undersigned acknowledges the challenges but emphasizes the necessity for financial stability. Your cooperation is appreciated.

For questions or guidance, contact the undersigned.

A.B. at Exam

Section Officer
[Department]

Q.8. a A 'Demi Official (DO) Letter' is a type of correspondence used in public sector communication that combines elements of official and personal communication. It is written on official letterhead and typically addresses a specific individual by name, rather than by their title. The tone of a DO letter is more informal and personal compared to other official communications, but it retains the authority and purpose of an official document.

Purpose:

- Enhances the personal connection between sender and recipient, fostering better relationships.
- Encourages prompt action by addressing the recipient directly.
- Allows for detailed explanations of complex issues.
- Conveys sensitive information confidentially.
- Promotes open discussions and idea exchange on official matters.

In summary, a DO letter maintains the authority of official communication while adding a personal touch to effectively address specific issues and individuals.

Q.8. b **Diplomatic Note**

- Form: Written in the third person.
- Usage: Exchanged between Ministries of Foreign Affairs and Foreign Diplomatic Missions or between two Ministries of Foreign Affairs.
- Characteristics: Stamped and initialed by the issuing officer, the initials appear inside the stamp. It is a formal mode of communication and serves as an official record.

Note Verbale

- Form: Written in the third person.
- Usage: Used between Diplomatic Missions and the Ministry of Foreign Affairs.
- Characteristics: Not addressed to a specific person and not signed. It ends with an expression of courtesy. It is often used to record conversations or pose questions, making it less formal than a Diplomatic Note.

In summary, a Diplomatic Note is a formal, stamped, and initialed communication, while a Note Verbale is less formal, unsigned, and ends with a courteous phrase.

Q.9. **Title: Pakistan's Climate Change Challenge**

Climate change severely impacts Pakistan with frequent heat-waves, erratic precipitation, and accelerated glacier melting. These changes threaten agriculture, reducing crop yields and food security, especially for wheat and rice. Extreme weather events like floods and cyclones cause widespread damage and displacement. Ecosystems and biodiversity are at risk, with many species facing extinction. Pakistan's National Climate Change Policy aims to enhance resilience and promote sustainable practices, requiring substantial international support for effective implementation.

Q.10. **(i)** **Endorsement:** An endorsement is used to forward a copy of a communication to additional recipients beyond the original addressee. It typically includes phrases such as "for information," "for information and guidance," "for necessary action," or "for compliance."

(ii) **Notification:** A notification is a formal announcement used to publish in the Gazette of Pakistan. It includes Ordinances, rules and orders, appointments, leave, transfers of gazetted officers, and other matters required to be officially published.

(iii) **Memorandum:** A memorandum is used for correspondence between divisions and their subordinate offices or attached departments, and for replying to petitions and applications. It is written in the third person, with no salutations except the signature and designation of the signing officer. It begins with a reference to the application, petition, or letter being addressed.

(iv) **Office Memorandum:** An office memorandum is used for internal correspondence between various Divisions and for conveying information to Attached Departments and subordinate authorities. It is written in the third person without salutations, beginning with "The undersigned is directed to..."

(v) **Office Order:** An office order is not explicitly defined in the provided text, but typically, it is a formal directive issued by an authorized person within an organization to communicate decisions, instructions, or organizational policies to employees or departments.

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