

Meeting Management

2nd MCMC at BCSCA

By Rehmat Ullah



Sequence

- **Essential skills for public / civil servants**
- **Meeting, Definitions, Functions & Purpose?**
- **Why hold Official Meetings?**
- **Kinds of Meetings**
- **Pre-Meeting, On Meeting Day and Post-Meeting**
- **Official Meetings and Policy Instrument**
- **Attending; Chairing & Running Meetings**

Essential Skills for Pubic / Civil Servants

- **Communication (Writing, Reading, Listening & Presenting)**
- **Analytical Thinking**
- **Storytelling**
- **Data Analysis**
- **Problem-solving / Decision-making**
- **EQ**

Importance of Writing Skills for Pubic / Civil Servants

Sound writing skill builds an officer with a competent image if equipped with the following (amongst others next slide):-

1. Preparing of Working Paper/Minutes of Meetings

Importance of Writing Skills for Public / Civil Servants

1. Preparation of Proper Note on a File
2. Writing Official Correspondence
3. Drafting Explanation/Charge Sheet/Statement of Allegations/Inquiry Report
4. Editing/revising Summaries / Note for Chief Secretary
5. Developing Legislative Bills (laws)/ Rules, Regulations and Policies
6. Writing Replies to Petitions/Appeals in the Courts

Administration is a key in state decision making and functioning.

Administrative procedure and skill of decision making in Public Sector

Definitions of Meeting

A meeting is an event in which a group of people come together to discuss things or make decisions (Collins Dictionary);

A meeting refers to an occasion when people come together to discuss or decide something to have/hold/call/attend a meeting (Oxford Dictionary); and

A planned occasion when people come together, either in person or online (= using the internet), to discuss sth: (Cambridge Dictionary)

What are Main Functions of Meetings?

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1. **Create environment to setting to gather to discuss;**
2. **All participants produce better ideas, plans and commitment to decisions;**
3. **Knowledge, experiences and ideas discussed for improved decision;**
4. **Work as a team (shared responsibilities); and**
5. **Leader to lead;**

What are Purpose of Meetings?

Meetings properly organised and effectively managed are an important part of every day business activities.

The main purpose of a meeting is:

Deciding future strategy

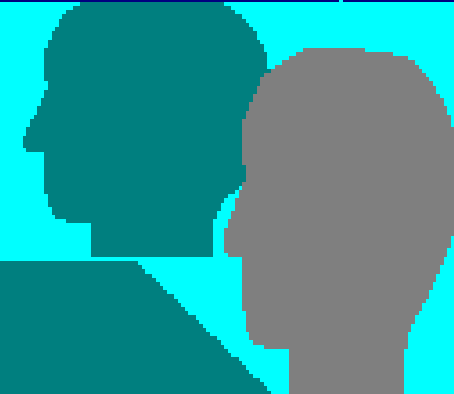
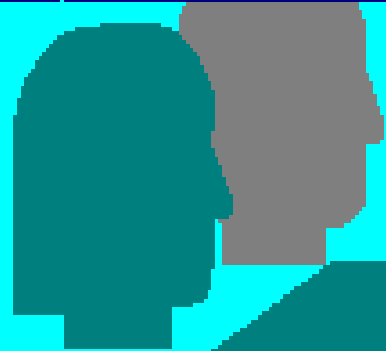
Reviewing activities

Problem Solving

A project update

Evaluating information

To provide and discuss information



Why Official Meetings?

Meeting is a best way of communication

Quick disposal of official business

How?

- Through deliberations and shared knowledge and experiences;
- Understanding to each other viewpoint and opinion sharing directly is facilitated;
- Coaching;
- Time saving;
- Expenditure saving;
- Feedback on problems and issues being faced;
- Administrative accountability on official responsibilities;
- Building consensus on decisions to solve problem

What are Main Kinds/Types of Meetings?

Optional Meetings



- To convey instructions by senior authorities
- To review the performances
- To seek feedback
- To clarify and seek decisions
- Other informal

Mandatory Meetings

- Meetings of Committees- where decisions are taken by a committee - Notified (**examples?**)
- Meetings required by laws/rules (**examples?**) if not held invites Audit Paras etc.
- Other all formal meeting

Pre-Meeting Requirements?

Pre-Meeting Requirements

Planning

1. Meeting Notice;
2. Agenda of the Meeting; and
3. Working Paper.

The slide features several large, overlapping geometric shapes in teal, yellow, and green. In the top right, there is a teal triangle pointing down, a yellow diamond, and a green triangle pointing down. In the bottom left, there is a teal triangle pointing right, a yellow triangle pointing down, and a green triangle pointing down. The word "Exercise" is centered in a large, red, serif font.

Exercise

Exercise

- Government of Balochistan, through office of the Chief Secretary, has directed all the Administrative Secretaries to submit details of pending cases before different Courts of Law (Civil Courts, Sessions Courts, Balochistan Services Tribunal, Balochistan High Court and Supreme Court of Pakistan) along with their status (preliminary hearing, para-wise replies etc.).
- As an Additional Secretary (Staff) to CS, you are directed to issue a meeting notice to the heads of all departments/stakeholders to this effect.

What are Essentials of Meeting Notice?

Essentials of Meeting Notice

1. **Identify** Participants / Relevant
2. Participants to address the letter - **Status** of the officer to attend (Committee Member by Designation OR by name for Co-opted Member);
3. **Subject**
4. **Purpose** of the Meeting
5. Who will **chair**?

Continues...

Essentials of Meeting Notice

5. **Date** on which meeting will be held;
6. **Time** at which meeting will be held;
7. **Venue** at which meeting will be held (committee room or in his office or so);
- 8 **Agenda** of the meeting to be enclosed with the notice; and
9. **Working paper** containing **Agenda Items** also enclosed



GOVERNMENT OF BALOCHISTAN
FINANCE DEPARTMENT

(Regulation Wing)

Quetta, 01 December 2023

To

The all Deputy Secretaries / Under Secretaries and Section Officers
Regulation Wing Finance Department.

Subject: **Monthly Review Meeting**

I am directed to inform that the monthly in-house review meeting is scheduled to be held under chairmanship of the Additional Secretary (Regulation) in the Committee Room of Finance Department on **Monday, 5th December 2023 at 1100AM.**

2. Please make it convenient to attend the meeting on scheduled date and time, please.

(Muhammad Hassan)

PA to Additional Secretary (Reg.)
Finance Department

Cc:

1. The PS to Special Secretary, Finance Department, GoB, Quetta.
2. M/File.

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No F.D./PA to AS(Reg.)/2023-24/
GOVERNMENT OF BALOCHISTAN
FINANCE DEPARTMENT

(Regulation Wing)

Quetta, 01 December 2023

To

The all Deputy Secretaries / Under Secretaries and Section Officers
Regulation Wing Finance Department.

Subject: **Monthly Review Meeting**

In terms of Sections/Paras-249 to 251 of the Balochistan Manual of Secretariat Instructions, 2013, I am directed to inform that the monthly in-house review meeting is scheduled to be held under chairmanship of the Additional Secretary (Regulation) in the Committee Room of Finance Department on **Monday, 5th December 2023 at 1100AM**, and please make it convenient to attend on the following Agendas:-

- (a) Pending Summaries (bring with yourself);
- (b) Pending Note for CS (bring with yourself);
- (c) Pending Para-wise Replies on Petitions/Cases in Courts of Law;
- (d) List of Pending Issues to be processed; and
- (e) Human Resource and other Issues related to your office.

(Muhammad Hassan)

PA to Additional Secretary (Reg.)
Finance Department

Cc:

1. The PS to Special Secretary, Finance Department, GoB, Quetta.
2. M/File.

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Agenda of the Meeting?

Agenda of the Meeting

- Agenda is order of the business to be carried out at the meeting containing generally in the Working Paper or separately written depending on nature of the meetings;
- Cabinet Meetings, Committee Meetings:- Working Papers & Agendas to be discussed
 - **Enables participants to prepare:**

Working Paper

- A brief related to matters on the agenda OR most of the times contain agenda items (detailed discussion annexed) to be discussed in the meeting and points on which decision is to be taken (logical structured & order).

... The Chief Secretary, being Chairman of the Committee, is pleased to have convened the meeting of the committee on **day/month/year** at **11:15 AM**, in his office to discuss, inter alia, the following agenda items:-

- a) Progress review of the decisions taken in the last meeting of the committee held on **day/month/year (Annex-I)**;
- b) Presentation to the committee on overall progress of the program;
- c) Human resource issue and way forward **(Annex-II)**; and
- d) Procurement requirements, financial problem and status of demand on supplementary/additional fund... **(Annex-III)**.

Who will prepare the **Working Paper**?

Working Paper is prepared by who is convening the meeting?

1. If meeting is held at the request of sub-ordinate/attached offices [W.P. by the sub-ordinate/attached office].

2. If meeting by the Head of Department [by Head of relevant Wing].

What on-Day Meeting Requirements?

Meeting Day Requirements

If you are mid-career officer and you are asked to look into the issues related to conducting an official meeting related to your wing, how will you take care about the things outside and inside the committee room and others?

Outside the Committee Room



1st thing to do to assign responsibility:-

Who will receive and guide the participants?

Make seated in the office early comers

Inside the Committee Room

Inspection of the Committee Room and Ensuring About the Following:-

1. Cleanliness of the committee room/its walls, table/ chairs, fixtures, etc?
2. Sufficient space and Sufficient chairs?
3. Water arrangement?
4. Mikes arrangement / their functioning? Projector/Screen/Laptop for Presentation? **Online?** **Sitting arrangements in order of seniority/hierarchy**
5. Each participant's folder [paper/ pencil/ Working Paper / Agenda etc.]?
6. Refreshment arrangement / assign responsibility?
7. Wash room arrangement, its cleanliness, etc.

Stages of Minutes



-
1. Recording of Minutes
 2. Drafting of Minutes
 3. Approval of Minutes
 4. Issuance of the Minutes

Recording of Minutes



1. Who will record the minutes? Also Attendance Sheet.
2. How minutes are recorded? (points/message, not sentence)

Drafting the Minutes

1. Description of meeting:-

Venue; date; who Chaired? Who attended (**Annex-I**)?

2. Recitation and opening remarks of the chair

3. Main discussion points (who is who remember the names)

Agenda item- wise; Participant- wise [observations of each /objections of each/ endorsement of each]

4. Agenda items- wise decisions & actions (who, what, when) Action to be taken by/Follow up responsibility; Timeline

5. Date for next progress review meeting;

6. Types of minutes; Cabinet, Committees, Boards

What are Post-Meeting Requirements?

Post-Meeting Requirements

1. Signing Minutes
2. Approval of Minutes
3. Issuance of Minutes
4. Execution of Decisions
5. Progress Review of Decisions

Approval of Minutes

In Committee Meeting:

- Minutes are got approved / signed from each member (by circulation)
- Dissenting Note:
- Finally submission to the chair.

Other Meetings:

Minutes are approved by the chair.

Issuance of Minutes Implementation and Progress Review

- Minutes are issued to all the concerned after approval by the chair
- Execution of Decisions
- Progress Review of Decisions

Balochistan Manual of Secretariat Instruction, 2013

Meetings

- 06. (e) (ii) **The Deputy Secretary (Admn.)** is responsible for arrangement of meetings in the Department.
- 06. (g) **The DS (Cabinet)** S&GAD, in addition to other duties, is responsible
 - (i) the notices/agenda of the Cabinet meeting is distributed/delivered in time and in proper form to all the concerned;
 - (ii) minutes of the Cabinet Meeting after approval by the Chief Minister shall be circulated, under the directions of the Chief Secretary, (as prescribed in the Rules of Business);
 - (iii) the notices/agenda of the Secretaries Committee Meeting is distributed/delivered in time and in proper form to all the concerned
- 8 (a) (vii) **Private Secretaries:-** to obtain papers for meetings, functions and interviews etc; from Administrative Department and to put up the same to the **Chief Ministers, Ministers and Advisors;**
- 10 (iv) **Private Secretaries:-** to collect papers for meetings **Chief Secretary/ ACS & Secretaries**
- 15 (g) **Section Stenographer:-** note down scheduled meetings

Balochistan Manual of Secretariat Instruction, 2013

Meetings

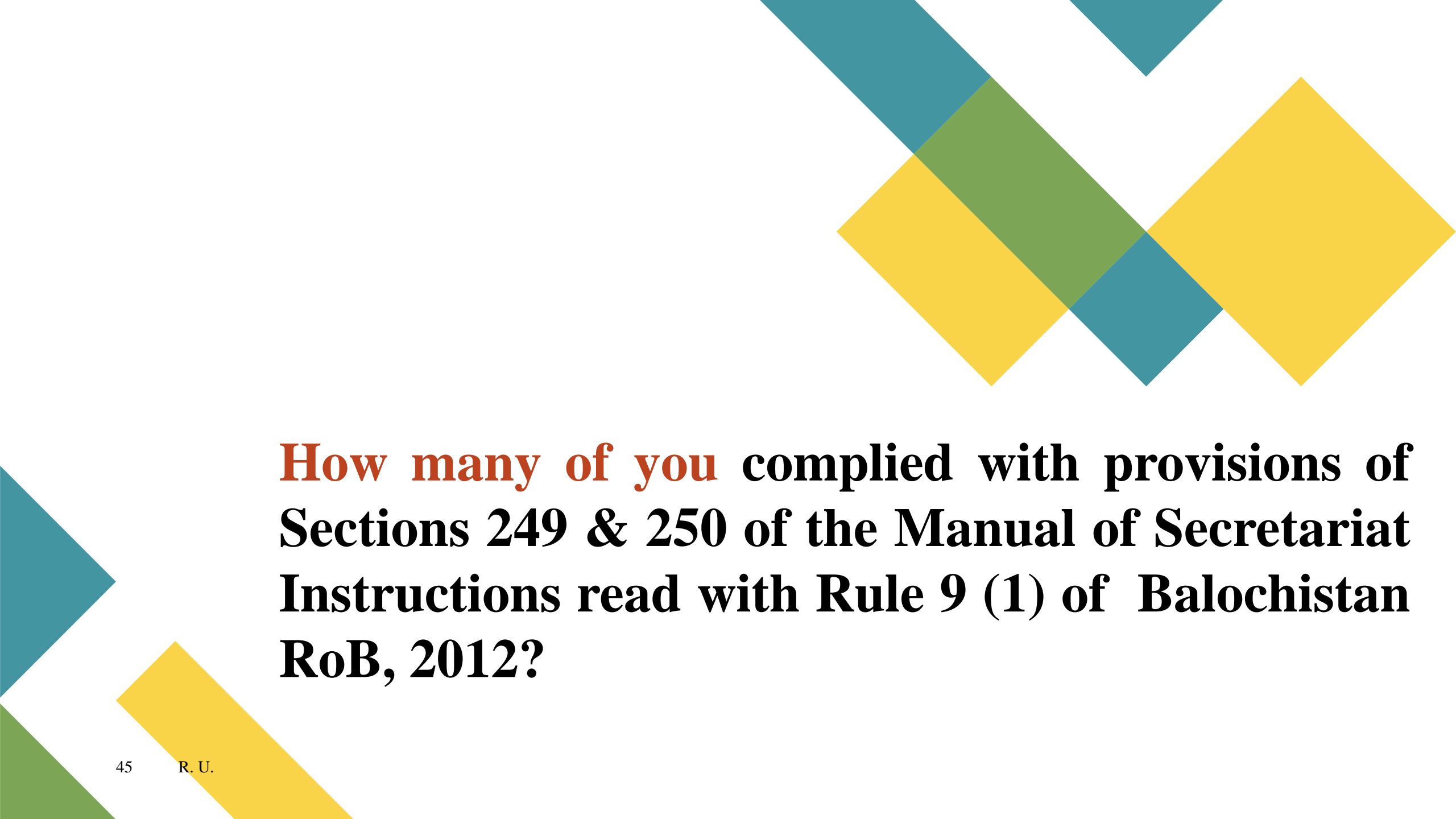
- 249. **The Secretary or the Additional/Deputy Secretary** should endeavour to convene meetings of all officers in the Department and Heads of Attached Departments once a month or once every quarter to discuss:-
 - (a) important pending cases;
 - (b) specific problems calling for general expression of views or exchange of ideas; and
 - (c) question of general interest concerning the Department as a whole.
- 250. **The Deputy Secretary/Additional Secretary** should hold periodical meetings with the Section Officers.
- 251. All meetings shall be business-like, Brief minutes shall be recorded mentioning only the salient points considered and decisions taken. Individual points should not be recorded except on request

Balochistan Manual of Secretariat Instruction, 2013

Meetings

260 (i) meeting of the **Departmental Sub-Committee and Divisional Development Working Party** shall be presided over by the **concerned Administrative Secretary/ Commissioner** and in no case by other officer;

Deadline:- Appendix-I S#10. Preparation of working papers (pre-meeting) proceedings of meetings (post-meeting) **Maximum 2 weeks provided that in terms of Section 7 (c)** Immediate and urgent cases are required to be disposed of within 24 and 48 hours respectively of their receipt;



How many of you complied with provisions of Sections 249 & 250 of the Manual of Secretariat Instructions read with Rule 9 (1) of Balochistan RoB, 2012?

Attending Meetings

- **Time management**
- **Be Neutral**
- **Never React**
- **Know leadership styles**
- **Know the Aim (Agendas)**
- **Be formal – formal procedure by following Agendas - keep on track/pace**
- **Preparation (read all materials i.e. Working Paper with annexures in advance)**
- **Listening**
- **Analysis finding solution to the problem**
- **Avoid gossip/whispering/mobile**
- **Participate actively**

Chairing & Running Meetings

- All points previously discussed under Attending Meetings
- **Chair Opening Remarks** – Welcome note
- Introduction by participants;
- Background and Move on Agenda-1 (progress review of last meeting/endorsement of decisions)
- Agenda-wise with questions
- Involve others (if anyone has question)
- Identify problem, analyze, solutions with assessment and implementation strategy
- Obtain opinion / all views heard – reach a decision
- **Closing the meeting** - Next meeting to review; Thank everyone for attendance and contribution



WORKING PAPER

Subject: **Meeting of the Executive Committee of Balochistan Civil Service Academy**

Government of Balochistan, Services and General Administration Department (S&GAD) has notified the subject committee for steering the management of Balochistan Civil Service Academy (BCSA) during its formative phase consisting of the following members (**Annex-I**).

a)	Chief Secretary,	Chairman
b)	ACS (Development), P&D Department	Member
c)	Secretary S&GAD	Member
d)	Secretary Finance Department	Member
e)	Director General BCSA	Member-cum-Secretary
f)	Co-opted Member	[External Member from NSPP / Academia]

2. After approval of the summary, the S&GAD has notified the establishment of the BCSA (**Annex-II**). The worthy Chief Secretary, being Chairman of the Committee, is pleased to have convened the meeting of the committee on **28 February 2023 at 02:15 PM**, in his office to discuss, inter alia, the following agenda items:-

- i. Presentation to the committee on overall progress of the Academy;
- ii. Inclusion of ToRs of the Executive Committee along with inclusion of Mr. Dostain Khan Jamaldini, Secretary Local Government as member in the committee (**Annex-III**);
- iii. Approval of revised organogram of the BCSA (**Annex-IV**);
- iv. Approval of the Special Schedule of New Expenditure (SNE) for the CFY 2022-23 and SNE for FY 2023-24 (**Annex-V**);
- v. Approval of the Ad hoc Curriculum Committee (**Annex-VI**);
- vi. Establishment of permanent campus of BCSA reflected under PSDP S. No. 6469 Project ID: Z2021.1933 Quetta, and land acquisition for the same (**Annex-VII**).
- vii. Approval of certain specialist Modules, along with certifications to BUITEMS University, Center for Economic Research in Pakistan (CERP), and IBA Karachi (**Annex-VIII**);
- viii. Endorsement of the Committee for amendment in relevant provisions of Balochistan Promotion Policy, 2012, and other relevant service rules to recognize BCSA training for promotion of civil servants;
- ix. Intimation to the Establishment Division, Government of Pakistan and National School of Public Policy (NSPP) regarding the establishment and mandate of the BCSA; and
- x. Intimation to the committee regarding outsourcing of various services including janitorial services, meals and refreshment and security services.

(Dr. Hafeez Jamali)
Member CMIT [Standing in for DG BCSA]

2. The Secretary, Finance Department, Government of Balochistan, Quetta.
3. The Secretary S&GAD, Government of Balochistan, Quetta.
4. The Secretary LG&RD, Government of Balochistan, Quetta [by special invitation].
5. Dr. Hafeez Jamali, Member CMIT [standing in for DG BCSA].
6. The Additional Secretary (Staff) to Chief Secretary Balochistan.

Subject: **Meeting of the Executive Committee of Balochistan Civil Services Academy**

I am directed to refer to the Notification dated 16th February 2023 (copy enclosed) and to say that the Chairman Executive Committee, Balochistan Civil Services Academy (BCSA) has desired to convene the 1st meeting of the committee under his chairmanship in the CS Camp Office on Tuesday, 28 February 2023 at 2:15 PM, with agenda items for consideration, deliberation and decision on them (**Working Paper containing Agendas is enclosed**).

2. Above in view, it is requested that it may kindly be made convenient to attend the meeting on scheduled date & time ibid, in the Camp Office of the Chief Secretary Balochistan, please.

DIRECTING STAFF (T&C)
BCSA

Cc:

1. The PS to Director General, BCSA, GoB, Quetta.
2. M/File.

Chairman of the Executive Committee BCSA in the CS Camp Office on Tuesday, 28 February 2023 (List of the participants is attached at **Annex-I**).

2. The chair welcomed the participants and described the agenda of the meeting (Agenda Paper attached at **Annex-II**). Later, the Member CMIT (standing in for DG BCSA) gave a comprehensive presentation to the participants on budgetary, human resource, training modules and other issues of the academy. The forum made the following decisions unanimously;

S.No	Agenda / Deliberation / Decisions	Action by	Timeline
i.	The Committee approved inclusion of ToRs of the Executive Committee along with inclusion of the Secretary LG&RD Department as member in the committee (Annex-III);	DG, BCSA and Secretary S&GAD	Immediate
ii.	The forum deliberated and endorsed the revised organogram with nomenclature of positions for the BCSA (Annex-IV), along with Special Schedule of New Expenditure (SNE) for the CFY 2022-23 and SNE for FY 2023-24 (Annex-V);	DG, BCSA through Secretary S&GAD will move a fresh summary for approval of the Competent Authority (i.e. Hon'able CM)	2 nd March 2023
iii.	Approval is accorded to the formation of the Ad hoc Curriculum Committee (Annex-VI);	DG, BCSA	Done
iv.	The forum deliberated on establishment of permanent campus of BCSA reflected under PSDP S. No. 6469 Project ID: Z2021.1933 Quetta, (Annex-VII). However, the Chair observed that utilization of existing government land and buildings should be given priority over	Secretary C&W Department to procure Master Planner or Consultant to study the feasibility of the	15 th March 2023

	project may be utilized, after completing codal formalities;	building for housing the new campus of BCSA	
v.	The forum approved certain specialist Modules, along with certifications, to be carried out through BUITEMS University, Center for Economic Research in Pakistan (CERP), and IBA Karachi. In addition, the chair emphasized that specialist training modules in Public Procurement may be developed for imparting to all DDOs and other relevant officers.	DG, BCSA	15 March 2023
vi.	The Committee endorsed amendments in relevant provisions of Balochistan Promotion Policy, 2012, and other relevant service rules to recognize BCSA training for promotion of civil servants. It was further decided that S&GAD will examine Service Rules of all cadres and Ex-cadre officers to incorporate mandatory training at BCSA through amendment in the relevant Service Rules and promotion policies.	Secretary S&GAD to take initiative for amending the relevant policy and service rules as per laid down procedure	13 th March 2023
vii.	The forum endorsed the proposal to inform the Establishment Division, Government of Pakistan, and National School of Public Policy (NSPP), regarding the establishment and mandate of the BCSA and explore the possibility of affiliation of the BCSA with the NSPP;	DG, BCSA through Secretary S&GAD	15 th March 2023
viii.	The chair directed that MCMC trainings required by officers of various administrative departments and nomination of officers for the 1 st MCMC be worked out;	Secretary S&GAD	Nominations by 15 th March 2023
ix.	The chair directed that the Pre-Service trainings be expanded to include officers from all government departments in the BCSA instead of confining such trainings to BSS and BCS only;	Secretary S&GAD and DG, BCSA	31 st March 2023
x.	The chair directed that specific Modules on mannerism, deportment, hygiene, and table manners, should be introduced, especially for pre-service training, to improve the conduct and bearing of under-training officers. In addition, special sessions on Critical and Creative Thinking may be introduced to encourage out-of-the-box thinking and problem-solving;	DG, BCSA	-

	universities in Pakistan;	the Executive Committee of BCSA	
xii.	The chair directed that the officers posted as DG, CI and Directing Staff at BCSA, who serve in the Academy for at least one year, may be given incentives and encouragement in terms of their future foreign training, added score in the quantification for promotion, and better/ field postings. These incentives could be put in place through amendment in the Balochistan Promotion Policy, 2012 and other relevant policies; and	Secretary S&GAD	31 st March 2023
xiii.	The chair directed that the Inaugural Ceremony of BCSA and that of the 1 st MCMC should be organized on April 17, 2023. Chief Secretary will give inaugural talk / speech to the faculty and the participants.	DG, BCSA	31 st March 2023

3. The next meeting of the subject committee will be held in the 2nd week of March 2023 to review, inter alia, progress on the decisions above, please.
4. The meeting ended with a votes of thanks.

(Dr. Hafeez Ahmed Jamali)
Member CMIT
(standing in for DG BCSA)
Quetta, 2 March 2023

No. BCSA/DS(C&T)/1-1/Ex.Committee/2023/

Copy to:-

6. The Principal Secretary to Chief Minister Balochistan, Quetta.
7. The Administrative Secretary to Government of Balochistan, Department, Quetta.
8. The Additional Secretary (Staff) to Chief Secretary Balochistan Quetta.
9. The PS to DG BCSA, Quetta.
10. Master/File.

(DR. ZAREEF ESSAZI)
DIRECTING STAFF (T&C), BCSA

Annex-1

List of Participants of 1st Meeting of the Executive Committee of Balochistan Civil Service Academy (BCSA) held on 28th February 2023

S#	Name	Designation	Department
1.	Mr. Abdul Aziz Uqaili	Chief Secretary	In Chair
2.	Mr. Dostain Khan Jamaldini	Secretary	LG&RDD
3.	Mr. Babar Khan	Secretary	S&GAD
4.	Mr. Khudaidad Khan Kakar	Joint Chief Economist	P&D
5.	Dr. Hafeez Ahmed Jamali	DG	BCSA
6.	Mr. Hameed Ullah Nasar	Additional Secretary	Finance
7.	Dr. Zareef Essazai	Directing Staff	BCSA
8.	Rehmat Ullah	Directing Staff	BCSA

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Exercise

Exercise

Issue: Issue of traffic problem in Quetta city.

Pre-Meeting: (Meeting Notice, Working Paper & Agenda);

During Meeting: (Participants, Record Minutes)

Post-Meeting: (Approval of Minutes, Distribution and Action by with Timeline)



Thank you

Q&A

Rehmat Ullah

ullah.rehmat@hotmail.com