CHAPTER 8

CONFERENCES AND MEETINGS

INTRODUCTION

1.   Conferences and meetings are held to allow direct discussions and free exchange of ideas and opinions on any subject of current interest or concern. They save time, minimize correspondence, reduce the possibility of misunderstanding and enable quick action to be taken when needed. A successful conference or meeting requires careful planning and execution; it is not complete until the minutes have been written and distributed. Staff officers will frequently spend time preparing, attending or recording minutes of meetings and conferences, particularly in appointments which deal with other staff branches or headquarters. For this reason, this chapter includes instructions on all aspects of the staff work associated with conferences and meetings.

2.   The term conferences and meetings are often used interchangeably. This is acceptable to the extent that each implies the assembly of a group of persons for a purpose such as the interchange of views, consultations and decision making. The difference between the 2 are as follows:

    a.   **Conference**.   A conference is usually more formal and it is an assembly that is often periodical; for example, Chief of Army Staff Annual Conference. Its purpose is usually for consultation and briefings. Its attendance is wider than a meeting.

    b.   **Meeting**.   A meeting is the gathering of 2 or more persons for the purpose of discussion. In the Services, it is usual to hold meetings as a routine, while conferences are reserved for special and bigger gatherings.

DUTIES OF A SECRETARY OF A MEETING

3.   The success or failure of a conference will depend on the foresight and planning of the staff officer responsible for its organization. His purpose must be to bring those attending to a frame of mind from which decision-making flows easily.

CONVENING THE MEETING

4.   It may be necessary to convene a conference by a convening letter, signal message or instruction which should include the following:

     a.   Time, date and place of the meeting or conference.

     b.   Who is to attend (and whether commanders may bring staff officers).

     c.   The purpose of the meeting or conference.

5.   An agenda may be included with the convening letter or instruction. Alternatively, the convening letter may ask for additional attendees and inputs they would make to the agenda.

6.   After compiling the agenda, the secretary may have to prepare a meeting brief for the chairman. He is to draw up a list of those who may be expected or invited to speak on particular agenda items.

ADMINISTRATIVE ARRANGEMENTS

7.   The secretary is responsible for all the preparations and administrative arrangements that are necessary to ensure the efficient conduct of the meeting. He may need to take the following actions:

     a.   Book a suitable venue and adequately prepare for the conference or meeting.

     b.   Arrange reception for all attendees (if it is a large conference, appoint a reception team).

     c.   Ensure that the venue is known and the route signposted.

     d.   Arrange a seating plan, provide place cards for the table and ensure that the cards are visible to all attending the meeting. The secretary should consider the seating plan carefully and relate it to his knowledge of the chairman's requirements. Often, the chairman prefers to have important persons and those likely to contribute most, sitting close to him. The secretary may himself sit close to the chairman or at a separate table alongside. The chairman must be

able to speak to the secretary and the latter in turn must be able to speak to the chairman and identify other speakers.

e.   Record the names of the attendees and their appointments.

f.   Ensure that spare writing materials are available to the members.

g.   Arrange for visual aids and public address system to be provided, if necessary.

h.   Arrange for refreshments, accommodation and transport, if necessary.

i.   Arrange for a secretariat (if a conference) including shorthand writer or tape recorder.

j.   Arrange for security.

8.   **Tape Recorders**.   A tape recorder may be used by the secretary as an aid to his note taking. It must never be used as a substitute for written notes; the volume may be too low or some other technical problem may arise. A tape recorder must never be used covertly. Considerable technical effort has to go into the production of successful tape recordings and the technique is best reserved for use in conference rooms which are permanently fitted for the purpose.

DUTIES OF THE CHAIRMAN OF A MEETING

9.   The chairman of a meeting has 3 main responsibilities:

a.   The planning and convening of the meeting.

b.   The control and direction of the meeting.

c.   Supervising the production and distribution of an accurate record of the meeting.

10.   **Planning and Convening**.   Before the meeting and in conjunction with the secretary, the chairman is responsible for the planning and

convening of the meeting. In addition to ensuring that the secretary has carried out the duties listed in Paragraphs 4 - 8, the chairman should:

a. Ensure that he is fully briefed on all agenda items.

b. Prepare a written plan for each agenda item, including a time-table for discussion, if necessary.

c. Check the list of those attending to enable him prepare for points that could be raised by the individuals.

11. **Control and Direction**. It is during the meeting itself that the chairman's skill in controlling and directing is of particular importance. Although not an exhaustive list, the following factors are central to his task; he should:

a. Start the meeting on time.

b. Introduce members, where necessary.

c. State the aim of the meeting.

d. Introduce each item positively and direct questions to individuals, where applicable.

e. Guide and keep discussions firmly and relevant, but fairly towards a conclusion.

f. Intervene to introduce important aspects that would otherwise be overlooked.

g. Use tact and discretion to:

(1) Prevent verbose speakers from monopolizing the meeting.

(2) Encourage reticent members to contribute.

(3) Stop side discussions.

(4)   Ensure that all remarks are impersonal, made one at a time and directed through the chair.

h.   Summarize the progress of the discussion as appropriate, especially during lengthy or contentious matters. This is particularly important just before a decision is reached on a matter which has led to the expression of different views.

i.   Refrain from expressing his own views until the other members have had their say. Ideally, he should be an impartial chairman.

j.   Ensure that when a decision is reached, the members are clear as to the decision itself and the person responsible for carrying out the decision. Remember that a person not present at the meeting cannot be included in the 'ACTION' column (see Paragraphs 30 and 32 for further details).

12.   **Supervising the Production and Distribution of Minutes**.   After the meeting, the chairman should ensure that the secretary produces an accurate record of the meeting and arranges for the prompt and correct distribution of the minutes.

THE AGENDA

13.   Issuing an agenda may obviate the need for a convening letter or instruction. It is the duty of the secretary of a meeting to issue an agenda in good time so that those attending may know in advance what items are to be discussed. The agenda for a meeting is compiled by the secretary after discussion with the chairman. The rules are that:

a.   The items to be discussed are listed in a logical order and each item numbered in Arabic numerals.

b.   When the meeting is one of a series, the first item should be, 'Minutes of Last Meeting' followed by, 'Matters Arising from Last Meeting' and the last item should be, 'Arrangements for Next Meeting'.

c.   When the meeting is not one of a series, 'the Minutes of Last Meeting' and 'Matters Arising from Last Meeting' should be excluded

from the agenda. In this case, a short explanation of the topic may be necessary under each item, when appropriate.

d.   The item, 'Any Other Business' or 'AOB' is normally included before the last item for discussion, where those attending have the opportunity to raise subjects not specifically covered by other agenda items.

e.   When appropriate, under each item, specific issues to be resolved at the meeting should be stated.

14.   An example of the layout of an agenda is at Annex A.

MINUTES

15.   Minutes of a meeting summarize relevant discussions, record decisions taken, state the action required and specify who is to take the action. The aim must be to produce a record of discussions so that a reader who was not in the meeting could understand the reasons for the decisions taken. Minutes must be accurate, brief, logically arranged and impersonal and in appropriate tenses.

16.   **Accuracy**. Accuracy is essential to produce a true record of the discussion and the decisions. If in doubt at any time during a meeting, the secretary should interrupt the proceedings to verify the accuracy of the notes he is taking. He may need to ensure that he has correctly interpreted a speaker's meaning or that he has obtained the precise wording of a decision.

17.   **Brevity**.   Minutes are neither intended to be a verbatim record nor even a summary of what every speaker said. Only the comments essential to the discussion which led to the decision should be recorded. They should be written in a crisp and clear style.

18.   **Impersonal Form**.   Minutes should be recorded in impersonal style. However, if a member disagrees with other members on a matter of principle, the member should be referred to by his appointment. The chairman is always referred to in the minutes as 'the Chairman'.

19.   **Logical Arrangement**.   Discussion within an item will seldom follow a logical pattern but the record must. Wherever necessary, the secretary

must rearrange the original sequence of comments to form a reasoned argument leading to a decision.

20. **Tense**.   Minutes are written in reported speech. The correct tenses are, therefore, the simple past (did), the past perfect (had done) and the future in the past (would do). For example, 'OC WPC had been advised of the date of the exercise and would supply the exact numbers of précis…' The tenses used in the discussion are moved one stage further back in terms of tense timings, when reported in minutes. For amplification, go through the section on 'Verb Errors in Minutes Writing' in Chapter 11 of the Armed Forces Command and Staff College English Revision Book.

21.   **Layout**.   An example of the layout of the minutes of a meeting is given at   Annex B.

22.   **Superscription**.   The superscription of a minute follows the format of a routine letter, containing the originator's address, file reference number, addressee, date, etc.

23.   **Subject Heading**.

    a.   The subject heading of the minutes of a meeting should indicate the purpose of the meeting. It should include the date and place of the meeting. Details of room and time, while for obvious reasons appropriate in the subject heading of an agenda, are not required in that of minutes.

    b.   The order of words in the subject heading should be such that would prevent any possible ambiguity. 'Minutes of a Meeting on Shortages of Dolphin Spares Held at 301 FTS on 3 May 11' could, at first glance, have 2 possible meanings. A better subject heading would be, 'Minutes of a Meeting held at 301 FTS on 3 May 11 to Discuss Shortages of Dolphin Spares'.

    c.   Examples of subject heading are:

'MINUTES OF AN OFFICERS' MESS COMMITTEE MEETING HELD AT AFCSC ON 19 APR 11'

'MINUTES OF A MEETING ON UNIVERSITY CADETSHIP AWARDS BOARD HELD AT NDA ON 14 SEP 11'

24. **Attendance**. After the subject heading, those present at the meeting are listed by name and appointment, prefaced by the single word 'Present'. The list of those present must conform with the following rules:

    a. The Chairman should be listed first and the Secretary last: 'Chairman' and 'Sec' written after the appointment with the words spaced sufficiently far to the right to form a separate column.

    b. Others present are listed in order of seniority without giving their decorations or qualifications. When Naval captains and lieutenants attend multi-Service meetings, the suffix NN is always added after their names; eg, Capt OO Joseph (NN).

    c. Where ranks are equal, they should follow the seniority of Service, eg:

        Col BO Runsewe
        Capt JOE Abulu (NN)
        Gp Capt J Wuyep

    d. Where ranks within a Service are equal, surnames are listed in alphabetical order.

    e. Serving officers filling posts inappropriate to their rank, take the precedence of the rank not their appointment. For example, a major acting as GS01 which is a lieutenant colonel's appointment would take the precedence of his rank and not appointment.

    f. Members of the Civil Service who have a rank or appointment for which there is a Service equivalent are listed in the appropriate position. Other civilians are listed in alphabetical order by name and appointment below Service personnel.

    g. Where a person attends a meeting as the representative of another, both his own appointment and that of the person represented are shown, eg:

        Cdr JO Kalu   DMAN (rep NAVSEC)

    h. When a person is not present for the whole meeting, items for which he attends are shown in one of 2 ways, eg:

Sqn Ldr VW Wyoms   SO2 Ops (Not for Item 1)
Capt FC Bello   GSO3 Ops (Item 2 only)

i.   When a person who is not a member of the conference is attending the meeting to give specialist advice or to represent higher authority, he should be shown as "In attendance", and his name should appear below those of the conference members who are present, eg:

Flt Lt C Jaminu   OC GD Flt Sec
In attendance: Lt Col J Akaraiwe SO1 G3 HQ 7 Mech Div

25. **<u>Introductory Remarks</u>**.   The first paragraph of the minutes may be used to record the chairman's opening remarks. The inclusion of such remarks is not mandatory, they should be included only when they have a bearing on what is to be discussed (eg, when the chairman states the aim of the meeting or summarizes what is to be discussed). It is not necessary to state that the chairman opened the meeting at such and such a time, or to record the customary courtesies of welcome. Unless the 'Chairman's Opening Remarks' is listed as an agenda item, a heading is not used for the record of his statement.

26. **<u>Order of Items</u>**.   Subjects should be recorded in the order shown in the agenda and the item number and headings correspond exactly with that in the agenda, eg:

<u>'ITEM 4.   VISIT OF ESTABLISHMENT COMMITTEE TO WESTERN NAVAL COMMAND'</u>

If necessary, it is permissible to regroup points that came out of order. Points discussed outside their agenda items should be taken to their appropriate agenda items. In most cases, this applies to discussions under 'Any Other Business', which may be relevant to a previous agenda item. When the meeting deals with more than one topic under the agenda items 'Matters Arising from Last Meeting' and 'Any Other Business', the standard agenda numbers and headings should be retained and separate sub-paragraphs used to record the problems and the discussions of each topic. If there is nothing to discuss under 'Any Other Business', this item may be omitted entirely and the following item 'Arrangements for Next Meeting' (if on agenda) given the number of the discussed item.

27.   **Content and Structure**.   The minutes of a meeting must record all decisions and show clearly who is to take action. The secretary should record only as much of the discussion as will enable a reader who was not present to understand the reasons for the decision. The primary purpose of minutes is to set out the decisions made so that those who have to take action will know precisely what they have to do. It is first necessary to state the problem or topic and the reasons for reaching the decision(s). Each agenda item should, therefore, be written in 3 distinguishable parts, as follows:

      a.   Brief statement of the problem of the topic to be discussed.

      b.   Record of the discussion.

      c.   Clear statement of the decision(s).

28.   **Statement of the Problem**.   The problem on which a decision is to be taken is set out in the first paragraph after the item heading. When the item under discussion is brief and simple and separate paragraphs for the problem and discussion would lead to unnecessary repetition and a series of very short paragraphs, the problems may be stated in the opening words of a single paragraph which contains both the problem and the discussion.

29.   **The Discussion**.   After stating the problem, the minutes should then summarize the discussion relevant to the subsequent decision(s). This part of the record should, as far as possible, be impersonal; this helps to produce a logical development of the argument and avoids giving a misleading impression that only the named speakers took part in the discussion. The form 'SO1 Ops said… SO1 Log replied… SO2 Admin pointed out…' should be avoided. Occasionally however, views will need to be attributed to individuals; eg, when a speaker registers dissent from a majority opinion. (Note that, when it is necessary to identify a speaker, his appointment is quoted and not his name). Even when opinions are divided, it is preferable to make an impersonal record on these lines of argument. 'On this question, views differed; some members felt that….while others took the view that……'. Much that is said in the discussion need not to be recorded. What was relevant to a certain stage of the discussion may, in retrospect, be found to have no connection with the decision eventually reached. Therefore, when writing minutes, the decision must first be examined after which the essential points which led up to it can be

arranged in a logical order.   An example of the recording of minutes is at Annex C.

30.   **The Decision**.   The discussion of each item on an agenda should lead to a decision(s). The chairman will usually sum up the discussion and state the decision(s) reached; but if he does not do so, the secretary should draft the decisions to express the intentions of the meeting. The decision should not be spelt out in the discussion paragraph. However, if the discussion of a single item is lengthy and falls into a number of separate sections, each with its own decision, the decisions can be interspersed with the record of the discussion in their natural sequence. Alternatively, the list of the decision can be summarized in the normal way at the end of the item. The final statement of the decision under each item is always recorded in a separate paragraph with the paragraph heading 'Decision(s)'. Where a decision requires action, it must be worded as an order in the active voice and the appointment of the person responsible for taking the action given.   This applies equally to the chairman, who should be ordered to take action, when appropriate, either in his capacity as chairman or in connection with his primary appointment. If a person is required to carry out more than one decision under any item, these decisions should be grouped in consecutive sub-paragraphs or sub-sub-paragraphs so that the nominee's appointment is stated only once in the introductory words to the decisions, but it should be repeated in the action column against each decision.   Examples of group decisions are at Annex D.

31.   **Allocation of Action**.   A 40mm margin headed 'ACTION' is used on the right side of each page of the minutes. Those required to take action on a minute are restricted to those present or represented at the meeting. They are identified in the 'ACTION' column by appointment including department, unit or headquarters in the case of the NN and NAF, and by staff branch, unit or headquarters in the NA and in Joint Service meetings. Examples of allocation of actions in the 3 Services are shown at Annex E.

32.   **Rules of Action**.   The following rules of action apply:

   a.   Action should be allocated to one individual only, unless several persons are each required to take identical actions. Otherwise, the result could be duplication of action or no action at all, if each individual detailed waited for the other to act. Each action

addressee should be listed in the 'ACTION' column against the first line of the appropriate decision paragraph or sub-paragraph.

b.   Action cannot be allocated directly to persons not present or represented at a meeting. If action is required of someone not present or represented, an appropriate person who is present would be actioned to convey to him both the decision of the meeting and if applicable, the request that further action be taken.

c.   Persons or units not under command, even though present or represented at the meeting, are never ordered to take action. If action is required of them, the wording in the decision is 'agreed to', 'undertook to', 'would'. Their appointment, department or unit is shown in the 'ACTION' column in the normal way. Note that members of a formally established committee are technically under command of the Chairman for matters relating to the committee.

33.   **Minutes of Last Meeting**.   If the meeting agrees that minutes of the last meeting are correct, there is no need for the statement/discussion/decision format to be used. The item may simply be recorded as 'The minutes of the last meeting were approved'.

34.   **Arrangements for Next Meeting**.   The date of the next meeting may be recorded simply as a decision; eg, 'it was agreed that the Sec was to make arrangements for the next meeting to be held in the Conference Room at 1400 hours on 25 Oct 11'.

35.   **After Minutes**.   A decision made after the end of the meeting is sometimes included under the formal heading of an 'After Minutes' or 'Secretary's Note'. This is not recommended. It is better to include it at the end of the relevant discussion section, eg:

HQ 7 Mech Div was asked if there was an army sports field in the area suitable for a polo competition (The HQ had since replied that there was no suitable field).

36.   **Summary of Decisions**.   In lengthy meetings or conferences, or where the chairman directs, it would be necessary to include a summary of decisions as a group heading. This should come after the closing remarks, if any. The use of 'Summary of Major Decisions' is equally permissible, but this is left to the discretion of the secretary. It is usually applicable if he

does not intend to include every decision whilst still fulfilling the aim of the meeting or conference. The summary of decisions should follow the exact order of the items. However, if more than one task is assigned to a particular action addressee under the same item, they should be joined together and the staff branch or unit/formation reflected only once in the action column.

37. **Shortened Minutes**. In a project where time is short and meetings are regular, abbreviated minutes will often suffice. The format of such minutes is not fixed and will vary with the custom of the Service or department and the particular needs of the meeting. In content, they can vary from a condensed version of the full form of minutes to a list of notes summarizing the decisions reached. In every case however, action will be clearly shown as described in Paragraphs 31 and 32 above. The chairman will dictate the format and content when such a form of minutes is acceptable.

38. **Security Classification**. The minutes of a meeting on a subject which merits its own security classification are marked accordingly. When items of varying security classifications are recorded, each item must be marked in the left margin with its own classification.

39. **Approval and Signature**. The draft of the minutes must always be approved by the chairman within 48 hours of the close of the meeting. Sometimes, it is advisable first to get other members of the conference to agree to the record of their contributions. After approval, the secretary signs the minutes and the minutes should be issued immediately thereafter to those who attended and others concerned. When a meeting is one of a regular series, agreement to the minutes is confirmed as the first action at the next meeting. In other cases, a covering note can be attached to the minutes saying that agreement will be assumed unless amendments are proposed by a given date.

40. **Distribution**. Distribution follows normal SW rules. All those who attended or were represented at the meeting, including the secretary, are shown as 'action addressees' in the distribution. All others to whom the minutes are sent are listed under 'Information'.

<u>CONCLUSION</u>

41.   Conferences and meetings are very important management tools. Commanders and staff officers must therefore ensure that minutes are properly recorded. A successful conference or meeting only results from proper preparation and adequate knowledge of the responsibilities of the individual involved in the meeting. Since officers would at one time or the order, in different capacity, be involved in conferences and or meetings, it is necessary that officers acquaint themselves with the requirements of this chapter.

Annexes:

A.   Example of Layout of Agenda.
B.   Example of Layout of Minutes of a Meeting.
C.   Example of Record of Minutes.
D.   Example of Grouped Decisions.
E.   Example of Action in the 3 Services.

EXAMPLE OF LAYOUT OF AGENDA

_____
SECURITY CLASSIFICATION

Copy No…. of…. (1)

File Reference   Address (2)

Telephone Number & Ext

See Distribution   Date

AGENDA FOR A MEETING ON (SUBJECT) TO BE HELD IN (PLACE)(3) AT (TIME) ON (DATE) (4)

1.   Minutes of Last Meeting.

2.   Matters Arising from last Meeting.

3.   Specific Subject.

4.   Specific Subject.

5.   Any Other Business.

6.   Arrangements for Next Meeting.

Signature
NAME
Rank
Sec

Page Number

SECURITY CLASSIFICATION

8A-1

_____

SECURITY CLASSIFICATION

Distribution:

External:

Action:

…………………………

……………………..

……………………..

Information:

…………………….

Internal:

Action:

……………………

……………………

Information:

…………………

Notes:

1.   If applicable.

2.   Address takes routine letter format.

3.   Should include venue.

4.   The sequence of the wording of the heading may be changed, if necessary, to avoid ambiguity.

Page Number

SECURITY CLASSIFICATION

EXAMPLE OF LAYOUT OF MINUTES OF A MEETING
_____
SECURITY CLASSIFICATION

Copy No…of…[1]

Address [2]

Identifying Reference   Telephone No & Ext

See Distribution   Date

MINUTES OF A MEETING ON (SUBJECT) HELD AT (LOCATION) ON (DATE)

Present: ………………………….   ……………   Chairman
             ………………………….   ……………
             ………………………….   ……………
             ………………………….   ……………   Sec

In attendance   …………………   ……………

1.   Introductory remarks by the Chairman.

ITEM 1.   ITEM HEADING   **ACTION**

2**.**   Statement of the problem.

3.   Record of discussion [3].

4.   **Decision**. It was decided (or agreed) that ……...

Page Number

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

ITEM 2. ITEM HEADING

ACTION

5.   Statement of the problem… and so on.

6.   …………………………………………..

7.   …………………………………………..

ITEM 5.   ARRANGEMENT FOR NEXT MEETNG

8.

SUMMARY OF DECISIONS [4]

9.   ……………………….

    a.   …………………

    b.   ………………….

10.   ……………………….

Signature
NAME
Rank
Sec

Distribution: Copy No [1]

External:

Action:

……………………
…………………………..
………………….

Page Number

SECURITY CLASSIFICATION (1)

8B-2

Information:

…………………
…………………..

Internal:

Action:

…………………
…………………

Information:

…………………
………………..

Notes:

1.   If required.

2.   The address takes the routine letter format.

3.   Not necessarily restricted to one paragraph, and paragraph headings may be used.

 4.   As convenient, depending on the number of decisions taken and the groupings required of the decisions.

<u>EXAMPLE OF RECORD OF MINUTES</u>

_____

SECURITY CLASSIFICATION

<u>**ACTION**</u>

<u>ITEM 3. REBUILDING PROGRAMME-TARGET DATED FOR COMPLETION</u>

The statement
of the problem
(or the topic).

6.   A target date had to be set
for the completion of the rebuilding
programme as all remaining items
on the agenda were dependent on
that date

The discussion
(one paragraph
only has been used.
If the discussion is
lengthy, more than
one paragraph
could be used).

7.   There were strong reasons for
pressing for an early completion date,
say early 2011,but even if special
contractual measures were used, and they
were expensive, such an early date,
and date would be extremely suspect.
If plans were based on this date and
then the target was not achieved,
the extra costs would be considerable.
The latest acceptable date for occupation
of the new building was 1 Jun 11.
Completion of the building did not mean
that the accommodation was ready for
occupation; up to a month had to be allowed
for the final stages of preparation.

Page Number

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

ACTION

The decision (s).	8. <u>Decision.</u> It was agreed that the SASO was to negotiate with MOW staff to ensure that the revised target date of 1 May 11 was met.	SASO

<u>ITEM 4.   MOVEMENT TO SITE</u>

Statement of the Problem/Discussion (merged into one).	9. The modalities for the movement to the new site were discussed. It was observed that likelihood of the movement to site was observed would be determined by the speed of work of the MOW. A detailed briefing would be required to set a date.	
Decision.	10. **Decision**. It was decided that a detailed briefing was to be from MOW to determine the date for movement to site	SASO

EXAMPLE OF GROUPED DECISIONS

19.   ………………………………………………………………
………………………………………………………………

20.   **Decision**.   It was decided that:

    a.   The SO1 Trg was to:

(1) Release the trg schedule on 15 Jul 11.	SO1 Trg
(2) Ensure that the 'Whites' for the students were in the students' boxes by 2359 hrs on 20 Jul 11.	SO1 Trg
(3) Inform WPC of the new rules for printing DS 'Pinks'.	SO1 Trg

    b.   The PSO Coord was to:

(1) Print the JSWM NLT 20 Jul 11.	PSO Coord
(2) Convene a meeting of CIs before the resumption of students of SC 34.	PSO Coord

ITEM 7.   ARRANGEMENT FOR NEXT MEETING

21. The Sec was to arrange for the next meeting to be held on 15 Aug 11.	Sec

SUMMARY OF DECISIONS

22.   The following are the summary of decisions:

a. The SO1 Trg was to:	SO1 Trg

      (1)   Act as guide for the students of Kaduna

Polytechnic visiting the College on 15 Jul 11. [1]

(2)   Write a report on the activities of SD Course 22/2011. [1]

(3)   Release the trg schedule on 15 Jul 11.

(4)   Ensure that the 'Whites' for the students were in the students' boxes by 2359 on 20 Jul 11.

(5)   Inform WPC about the new rules for printing DS 'Pink'.

b.   The PSO Coord was to: PSO Coord

(1)   Write to Kaduna Polytechnic informing them about the new date for the visit of their students to the College. [1]

(2)   Inform the D Log of the impending visit of the Kaduna Polytechnic students and that the DLog was to make provision for transport for the local tour of the College. [1]

(3)   Print the JSWM NLT 20 Jul 11.

(4)   Convene a meeting of CIs before the resumption of students of SC 34.

MN APRESEL
Wg Cdr
Sec

<u>OR</u>

8D-2

SUMMARY OF DECISIONS

20.   The SO1 Trg was to: SO1 Trg

a.   Act as guide for the students of Kaduna Polytechnic visiting the College on 15 Jul 11.

b.   Write a report on the activities of SD Course 22/2011.

c.   Release the trg schedule on 15 Jul 11.

d.   Ensure that the 'Whites' for the students were in the students' boxes by 2359 on 20 Jul 11.

e.   Inform WPC about the new rules for printing DS 'Pink'.

21.   The PSO Coord was to: PSO Coord

a.   Write to Kaduna Polytechnic informing them about the new date for the visit of their students to the College.

b.   Inform the D Log of the impending visit of the Kaduna Polytechnic students and that the DLog was to make provision for transport for the local tour of the College.

c.   Print the JSWM NLT 20 Jul 11.

d.   Convene a meeting of CIs before the resumption of students of SC 34.

                                        MN APRESEL
                                        Wg Cdr
                                        Sec

Note:

1.   This decision is assumed to have been taken during the discussion of the agenda items before Paragraph 19.

<u>**EXAMPLE OF ACTION IN THE 3 SERVICES**</u>
_____

SECURITY CLASSIFICATION

			ACTION
6.	**<u>Decisions</u>**.		
	a.	NA.	
		(1) Action for staff within the HQ holding the meeting.	G 7
		(2) Action required by a unit/formation represented at the meeting	911 Mech Bn HQ 81 Bde
	b.	NN.	
		(1) Action for a department within the HQ holding the meeting (NHQ).	COL
		(2) Action for a unit represented at the meeting (NNS OBUMA).	CO NNS OBUMA
	c.	NAF.	
		(1) Action for a department within the HQ holding the meeting (HQ 303 FTS).	SO1 Ops
		(2) Action for a wing represented at the meeting (32 Log Wg).	OC EW

Page Number

SECURITY CLASSIFICATION