THE NEED FOR EFFECTIVE COMMUNICATION SKILLS IN THE PUBLIC SERVICE

Ibrahim Braji[1]

Abstract

Communication is central to the day-to-day running of organizations. No organization can function or survive without one form of communication or the other. Thus, the effectiveness of a public organization in delivering its schedules depends on decisions taken through a series of channels of communication, which may be written, verbal, visual, or documentary form. Rules are set, decisions taken and goals implemented and achieved through effective communication. The difference between the success and failure of organizations is in effective communication. This paper discusses the numerous means of communication, such as letter writing, minuting, minute recording, memorandum, briefs, visual and communication audio, etc. used in the public service. It recommends for the public servant use simple and precise messages (either written, visual or verbal) that can be understood by the receiver/reader. The paper discourages complicated communication by using jargon or rhetorical statements. The argument is that simplicity and concise messaging are essential to public service communication.

Keywords: Communication, Public Service, Public Servant

Introduction

"We speak with our vocal organs, but we converse with our entire bodies; conversation consists of much more than a simple interchange of spoken words." Abercrombie, D. B, A. (*1968), 3:55*

The topic of this paper, 'The Needs for Effective Communication Skills in the Public Service', is topical in light of the importance of

[1] Dr Ibrahim Braji lectures at the Department of Political Science, Nigerian Defence Academy, Kaduna, Nigeria

communication skills in and outside the workplace. The significance of this topic can be seen in the fact that without communication there is no public service. Some scholars, such as Redfield (1958), even see organizations as basically systems of communication and considered most organizational problems or shortcomings as communication problems. Thus, it is obvious to say that no organization either public or private can function or even survive without communication (Kelvin-Iloafu, 2017). The day-to-day running of organizations, which involves organizing, monitoring, directing, coordinating, implementing, budgeting, planning, etc. is all carried out through communication. There is no way decisions are made and implemented without the exchange of ideas, views, analysis, directing, coordinating, etc. which are part of communication.

First, we have to understand that all living things have, for centuries, developed special and specific means through which their emotions, interests, and survival instincts are conveyed to adversaries and acquaintances. This determines their individual or collective actions for personal or group effectiveness and attitudinal change in different situations and environments. Thus, we agree with Wiemann (2003:p.ix) that our "ability to create and sustain our social word depends in large measure on how well we communicate. People's social skills are crucial to this well-being-individually and collectively."

Communication Skills: An Overview

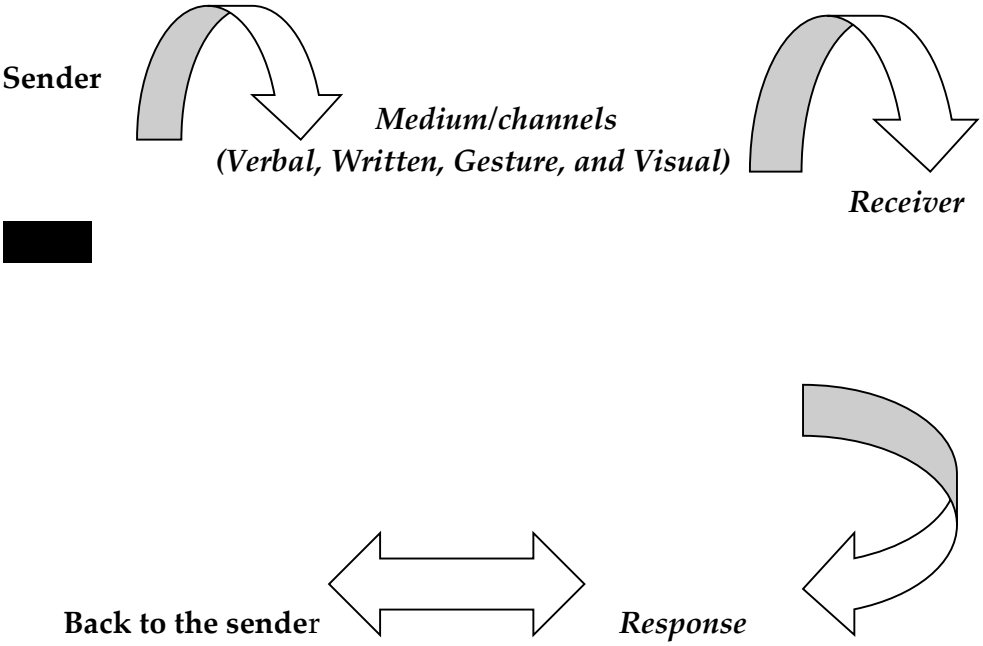
"Words are, of course, the most powerful drug used by mankind"
Keller, J. (2015: 15)

Communication is an essential activity of human beings. Our survival and progression as living organisms are based on communication (Stewart, Z. et al (2005). It is a process of passing information from one person to another person for a purpose through the use of some medium. We use our voice as well as converse with our whole body in our efforts to deliver messages. Our ability to simplify a complex process as communication places us above other living things, such as animals. It is true to say that other living things may have their peculiar

methods of communicating or conveying their love, emotions, fears, pains, joys, and thoughts to one another, which are yet to be thoroughly understood by humans. Studies have shown how, for example, dolphins, apes, lions, ants, birds, dogs, and plants communicate among themselves. (Harris, 2020, Catchpole, 1976). Many animals have vocal languages but they are short of producing many distinct sounds like humans (Wallman, 1992). Humans excel far ahead of other living things for having different sounds or dialects to communicate by connecting sound(s) to form sentences, each with a distinct meaning and purpose (Tomasello, 2008). However, humans do extremely well by not only using words and body gestures in other instances reduced to written symbolizations to transmit specific messages or meaning as a means of communication to one another but also a visual medium to transmit information. No other living organism is known to have developed such different methods of communication skills (auditory, writing, and visual).

Thus, communication is the process that avails us the chance to exchange knowledge or information with one another through verbal (voice/speaking), non-verbal (gesture, body language, etc.), written (letters, e-mails, books, magazines, etc.) or other audio-visual media (such as television, charts, maps, logos, film, signs, photos, pictures, etc.) (Prabavathi and Nagasubramani, 2018). Our ability to simplify a multifaceted process, such as communication, allows us to analyze and understand and store the past, act on the present, and prepare for the future. This is so, because communication is the passing of information and understanding, sharing ideas, opinions, facts, thoughts, emotions, values, etc. through numerous mediums (voice, gesture, writing, and vision) from one person/group to another, one organization to another or one government to another.

Fig. 1 PROCESS OF COMMUNICATION



The complexity of communication leads to the need for effective, understandable, and efficient communication skills for the transmission of information between the sender and the receiver. Thus, good communication must be accurate, complete, concise, courteous, simple/plain, clear, unambiguous, and effective despite the medium used. In addition, it has to have a target (receiver(s)). That is the only way communication can achieve its purpose and be identified as a process of transmitting the information. This becomes necessary because the desire or goal of any communication process is to elicit appropriate feedback and inform of response.

Understandably, the medium used by the sender attracts different reactions, emotions, views, or responses. In this case, to be a skillful communicator one must be able to plan:

i) What to say (idea factor (the significance of having the idea),

ii) How to say it (articulate factor (the significance of digesting and encoding the idea),

iii) At what time to say it (time factor (the significance of timing)),
iv) Where to say it (the place/area factor (the significance of place/area/circumstance)),
v) Who to say it to (the recipient factor (the significance of the recipient/addressee),
vi) For what purpose to say it (the reason factor (the significance of rationale),
vii) Choosing the best channel to use (the conduit factor (the significance of medium/channel),
viii) Expect a response and be ready to be a good listener and ready to understand it (response), (the significance of listening and understanding)
ix) Be ready to answer/act on the response(s), and
x) Ready to accept or agree with a better argument/proposal.

Our discussion above is in agreement with Harold Lasswell's 1948 statement as cited by Fahmy, et al (2014:7) that the study of communication involves "Who, Says What, To Whom, In Which Channel, with What effect?" Thus, while communicating it is important to gauge and understand what to say, how to say it, and to whom to say it. In delivering a message, words should not be misconstrued, misused, misapplied, or overuse. Through this, the conveyer can control listeners; have sufficient leverage of persuasion, and can simplify complex issues. Eloquent verbal communication builds trust and loyalty and boosts efficiency in organizations, as it opens chances for instant feedback for improvement and growth.

Public service is "an integrated part of the state" (Fredriksson and Pallas, 2018:p.1). It is the management of the affairs and functions of the government for the benefit of its people. It renders to them services that individuals or the private sector cannot provide adequately (Atkinson and Stiglitz, 1980, McKevitt, 1998). They are services provided by the government to its citizens through public servants. Unlike private sector service, public service is not solely profit-motivated or oriented. Citizen benefit is the central theme of public service. It exists, therefore, for reasons of the formulation and

implementation of public policy. It is for the provision of essential and nonessential services to the public (Spicker, 2009). Any service identified as public is for reasons of public policy and community interest. Thus, public service is a vital apparatus through which government formulates and executes its policies and programs. It is through this conduit that ideas, propositions, programs, projects, and policies become a reality and beneficial to citizens.

The public service is made up of public servants, who are government employees being paid by public funds with the main function of helping in formulating and implementing policies. A public servant can be defined as an employee of a public organization whose salary is from the public treasury. Such an individual is also called a civil servant for working in the public sector and being answerable to a government department or agency. Consequently, any employee in the public sector whose employment status has the characteristics of permanency or having the security of tenure (i.e. based upon specific years of service or retirement age and pensionable), hierarchical and promotional structure, strict regulation and procedure, political neutrality and impartiality in carrying out assigned duties, professionalism and expertise for his/her appointment is a civil or public servant.

Thus, civil or public service is a body of government officials legally employed for public purposes. It is a sector composed mainly of career civil servants hired due to their education, skills, and competencies. Merit dictates their appointment unlike political (appointees) or elected ones. The civil or public service is the administrative unit of government run by civil servants. Our definition or explanation of these terms is not part of the unending academic discourse on the topic as heartened or labored by Squadrin (2018) and Spicker (2009). Thus, we see any employee whose appointment is based on merit as a civil or a public servant as far as he is serving and earning his salary from public funds.

Means Of Communication

Effective communication has a great impact on our daily relationships and in the workplace. After all, humans rely heavily on sharing or exchanging information to make living possible. Delivering and understanding information accurately would require good communication skills. Having such skills increases one's values and helps his career in the workplace. It also improves teamwork and inspires higher performance and workplace culture. A good communicator is also a patient listener of others because the communication process is a two-way traffic. In this case, an effective communication skilled person must take an interest in other people's verbal and non-verbal signals as well as his own.

Recent studies have shown that oral and written communication proficiencies have for years been ranked in the top ten desirable skills by employers all over the world (Arputhamalar and Kannan, (2016), Doyle, (2021). It is, however, worth noting that verbal and non-verbal communication channels are somehow interrelated. Verbal communication does not involve speaking alone, but also non-verbal skills, such as eye contact, body language, gestures, posture, etc. These non-verbal actions say a lot or express meanings in some cases more than the words spoken.

Visual communication is also of great importance in the transmission of information, especially in the present digital age (Fahmy, Bock, and Wanta, 2014). Films, signs, graphs, designs, etc. are easy ways of information conveyance. It is more flexible, simple, enjoyable, and entertaining and breaks culture and language barriers. Signposts as a means of communication, for example, are universal in design, meaning, and purpose, thereby reducing accidents, etc. Thus, communication skills are essential. They help us in our daily activities at home, at the workplace, and social gatherings.

Be that as it may, public servants should be "vitally interested in all the dimensions of communication,"(Head, 2021, p5). This is because it is through the communication process that the public sector (the employer of the public servants) "seeks to establish relationship ...with the citizen ...and sees the personal [their] requirements and grievances" (Jianu, et al, 2013: 175). Thus, public communication is "an important

mechanism in building good governance" whose main features are "state capability, responsiveness, and accountability" in delivering dividends to citizens (Aji, et al, 2018).

Means Of Communication In The Public Sector

Presently, there are numerous means of communicating in public organizations. Some of those to be discussed briefly are minutes of the meeting, minutes, reports, letters, circulars, notices, documents, visuals, audio, form, flier, manuals, memorandums, briefs, and speech writings. We need not waste time on another day-to-day communication medium, such as verbal.

Most of our official communication in the public sector is through the written medium. This medium is the most common mode of communication in the service. Written communication is briefly the process of passing on information (or directives) through written symbols. Thus, any message that uses written words to convey or exchange information between individuals is called written communication. Writing skills have unshackled human communication (Ober, 1965) from the earlier dominant channel, face-face interaction. This medium revolutionized communication skills, as it affected in totality the process and experience of transmitting messages between individuals (Guar, 1984). The sender does not have to be physically present to communicate with the receiver.

However, any written word must be clear so that it can be understood and digested and not misunderstood, misinterpreted, or misrelated. The best writer is the one who thinks and considers the person to receive the message. In this case, before writing one must raise these questions within himself:

a) Out of the channels of communication, which one is the most effective for the conveyance of this particular information/message?
b) Can the channel so used effectively convey the message for the understanding of the receiver?
c) How can one be sure that the message may not be misunderstood or misrepresented?
d) What are the purposes of the message?

The ability to answer these questions can make written messages not only understandable but also stimulate responses/actions from the receiver. In this case, the best conveyer of the message through the written medium is the one who uses simple, clear, and short sentences with familiar or ordinary words. He should also be a respecter of simple grammatical rules/regulations, using a simple vocabulary in a polite and impersonal way. One should not use slang, humor, contractions, or technical or scientific jargon to impress. Theatrical, pompous, or rhetorical jargons are not part of official communication either in written or verbal form. Delivering the message is more important than impressing the receiver(s) or the audience. Simple but effective words should be selected and used in communicating decisions and directives in organizations. One does not need to write in esoteric prose, or in highly literary or philosophical diction, all of which may be very difficult for the ordinary reader. Wole Soyinka known for his books, such as **The Man Died** may be a great writer but the messages he tried to communicate are only meant for specific readers. This kind of writing is an antithesis of the public service's pattern of communication. After all, directing or conveying decisions through the written form of communication should not be an academic exercise. It should not be a field to showcase one's intellectual prowess in mastering English. The effectiveness of written communication in public service is measured by the correct choice and use of simple words, with their cohesiveness and their organisation, marshaled into correct sentence sequences.

All written messages should be purposeful, logically organized, well-constructed, and precise in the choice of words. This will make the receiver understand the information easily and stimulate a response. We agree with Bello-Kano's (2009) recommendation for the use of plain language in communication. Mark Twain (1895), one of American greatest novelists, also advised us not to be carried away by 'verbosity' and 'jargon' while writing. Twain recommended plain, simple language, short words, and brief sentences. Sentences should be broken into shorter ones by editing out empty idioms/phrases/slogans and redundancies or repetitiveness.

Through this simple style, one can easily eliminate simple grammatical mistakes or the confusion associated with the selection of the right word for what one wants to convey/express. There are three categories of words confusing most of us: homophones, homographs, and homonyms.

Homophones mean words having the same sound/pronunciation but different spelling and meanings, e.g. heal (becoming healthy) /heel (the back part of a foot below the ankle); here (this place) /hear (becoming aware); rain (water falling from the sky)/reign (the time a king or ruler rules) /rein (a long narrow band used to control a horse); right (correct or opposite of left) /rite (ceremonial act)/write (making letter words or numbers on paper), peace (calm/harmony)/piece (part of a set), see (looking)/ sea, etc.

Homographs are words that have the same spelling but different meanings and are pronounced differently, e.g. lead (to guide people somewhere) /lead (a type of soft, heavy grey metal); row (several things or people arranged in a line)/row (a quarrel or disagreement); minute (referring to time)/minute (extremely small), etc.

Homonyms are words spelled and pronounced in the same way, but have different meanings, e.g. bill (a piece of paper showing an amount of money) /bill (a bird's beak); calf (young cow, elephant, etc) /calf (refers to the back part of the leg between the ankle and the back of the knee); swallow (a kind of bird) /swallow (to cause food or drink to go down one's throat); fair (appearance)/fair (county fair/trade fair)/fair (reasonable), lie (untrue)/lie (lie down), etc.

Written communication is essential for public servants and public service. It is done through words in the form of letters, messages, circulars, manuals, reports, telegrams, memoranda, minutes, briefs, bulletins, documentation, submissions, proposals, extracts, conclusions, etc. It is a permanent means of transmitting information or orders between staff. It is most useful for record-keeping and the proper delegation of responsibility among workers. It helps in laying down the principles, policies, and rules of the organization.

Thus, written communication must be precise, correct, and formal. It must avoid the use of redundant phrases or words with overlapping meanings. One finds many people using the following phrases, which turn out to be repetitive or redundant: gift (a gift is free), recruits (all recruits are new), repeat again (to repeat is to do it again), history (history talks about the past), plan ahead (to plan is to do something ahead), the result (all result comes at the end), bonus (a bonus is something added), etc. Some words are their antonyms (opposite) called Contronyms. A few examples are dust (can mean 'to add fine particles' or 'to remove fine particles'), left (can mean both 'remaining' and 'departed'), oversight (means both 'watchful care' and 'inadvertent error'), screen (can mean both 'to show' and to 'hide'), sanction (can mean both a penalty for disobeying a law' and 'official permission or approval for an action), etc. Thus, understanding how to use such words would be of great assistance in communication. Communication has to be plain and not overloaded with too much information, redundant phrases, grammatical errors, and the misuse of words. It has to indicate its purpose(s) from the beginning and end with a conclusion that tallies.

One of the most important parts of written communication is the correct spelling of words. Most public servants are facing this challenge in their daily official assignments while writing memoranda, reports, minutes, press releases, etc. This is because, among the languages of communication, English spelling and pronunciation are more demanding and complex. English being a hybrid language has incorporated or borrowed words from other languages, like Greek, Latin, German, etc. making its spelling confusing most of the time to public servants and others who use it as a second language. Some words have alphabets that are silent or unpronounced, such as hours (the "h" is silence). Despite this challenge, correct spelling is necessary for the effective delivery of information. Poor or incorrect spelling may mislead and distort information and attract the wrong response or implementation of a directive/decision. Correct spelling assists one to communicate messages with clarity, ease, and purposefully, thereby earning the respect of seniors, colleagues, or juniors. It is, thus, essential

for public servants to understand, spell, write and use words correctly. Incorrect spelling or careless typographical errors expose not a small degree of the triviality of the writer but also create doubt about his credibility and intelligence (Arputhamalar and Kannan, 2016).

It is, however, becoming rare nowadays to have public servants with an exceptional command of English and spelling. Such a rare gem easily attracts the attention of those in authority and facilitates his acceleration, promotion, and posting for higher responsibilities. This is so because poor spelling, for example, is embarrassing and costly to the organization. No chief executive would like to work or delegate responsibilities to someone whose write-ups are full of spelling errors. Some words that have been challenging and frequently spelled wrongly in official communication (Kathy and Ross Petras 2021) are: accommodate (acommodate/ accomodate), acknowledgment (acknowlegement), acquire (aquire), apparent (apparant/aparent), calendar (calender), colleague (collaegue), conscientious (consciencious), consensus (concensus), entrepreneur (entreprenuer/ enterprenuer), experience (experiance), liaison (liasion), maintenance (maintainance), privilege (priviledge), publicly (publically), receive (recieve), recommend (recomend), etc.

While the few words being misapplied/misused daily in official communications are as follows: its /it's, you/you're, accept/except, who's/whose, than/then, were/where/we're, there/their/they're, to/too/two, lose/loose, weather/whether, other/order, effect/affect, impact/impart/ in fact, etc.

One challenge facing most public servants is the failure to understand the regional variations in English orthography. The most prominent variations in Nigeria are British (B) and American (U.S.) ''spelling''. A few examples may be of assistance: program (US)/programme (B); center (US)/centre (B); apologize (US)/apologise (B); honor (US), honour (B); humor (US)/humour (B); labor (US)/labour (B); etc. None of the spelling is wrong; however, it is advisable to stick to one when writing official documents. Efforts must be made to use one variation instead of mixing or interchanging the two. Thus, if one

decided to use US orthography in his official communication, for example, he should stick to it from the beginning to the end.

Nevertheless, due to the availability of the computer most of these challenges are being tackled by public servants with its built–in spell– check function, autocorrect function, dictionary, and Google search engine. It is, compulsory, therefore, for the public servant to be computer literate. In addition, it is recommended that after writing one should double-check by rereading/rechecking and, if possible have it proofread by somebody else. This strategy would reduce to the minimum or get rid of the mistakes unnoticed by the writer.

In this computer age, scholars of administration are now recommending the use of professional fonts in official letters or documents. Times New Roman, Sans, or Arial fonts are preferable. These fonts are upright, more dignifying, and formal than oblique, tilted, sloping, or italic ones, such as Brush Script MT, BatangChe, Blackadder ITC, Bradley Hand ITC, Bodoni MT Black, Chiller, Algerian, Agency FB, etc. Avoid writing in flashy and showy and colorful fonts (a few examples are Man, Woman, boy, girl, young, etc). Official communication should not be turned into cartographic or artistic flavors. It is better to use one of the recommended fonts throughout the write-up. It is not neat to be interchanging the fonts in a single communication. For example, one should not begin with Times New Roman and end with Arial. Underlining or bolding a word or a sentence should be avoided as much as possible except where it is meant to give the underlined part the 'emphasis' required or to draw the attention of the reader to its significance. After all, there is nothing that is not of importance in official communication.

Minuting

Public servants must be familiar with minuting in files. It is the central means of communication in both public and private organizations. It is a daily activity in an organized public concern. Files move from one table to another conveying or reporting issues, views, opinions, information, recommendations, decisions, or directives in minutes form. Thus, minutes express the views and ideas of officers. Minutes

should, however, be clear and legible, concise, and informative. The author of minutes must understand the issue under discussion and what is expected from his contributions by his superiors or subordinates. Minutes should be written in plain language and in neutral and impersonal styles containing only the essential points that would assist in decision-making. Minutes become valid only when properly addressed to the person meant for and signed and dated by the writer. While a serious officer contributes his quota in files that pass his table, a non–serious one endorses without adding or improving the content of the message. The worst officer is the one that cancels his designation/rank and affixes another designation (either senior or junior) and passes the file for further action. Such officers (File Pushers) just push files without improving their contents and taking responsibility. Among the non–serious officers are those fond of not contributing anything. A few of the popular minutes among such staff are "Above for your information and further directives", "Above for your approval", "Above for your attention and directive," and "Above are self-explanatory, you may wish to direct further or as appropriate", "Agreeing with the submission above, you may wish to decide as appropriate", etc. Adebayo (1981:52) called such officers 'post-box' for their inability to contribute to or improve the submission of others. They solely draw the "attention or referring to a particular matter leaving it at that."

Letter

Officers are expected to write numerous letters, such as appointments, promotions, recommendations, appreciation, disengagement, resignations, queries, warnings/reprimands, complaints, requests, decisions, directives, etc. These letters as their names indicate are meant for different purposes and individuals within and outside the organization. Although their purposes and contents differ, they share the same structure. All official letters must be formal and contain an introduction, body, and conclusion. A letter must have an addressee and the name and signature of the sender before it became a legal document. It must also be the date (Amadi and Nwulu, 2019). In case

the signatory of the letter is signing on behalf of the Chief Executive of the organization, there is the need to affix "for" where the officer signs. This implies that the conveyance is with the approval of the Chief Executive. It must have a heading, which must be underlined or bold. The heading should give concise content of the letter. The introduction should be short and precise and not more than one or two sentences explaining the purpose(s) of the letter. The body should provide the necessary information that would be of assistance to the addressee to understand and respond. Idioms, complicated words, and jargon should be avoided. It must be written in conventional English. The conclusion ends with "Thank you", Yours sincerely", "With regards", "Regards" and "All the best". Presently, finishing an official letter with "Yours faithfully" is discouraged out of the belief that such finishing makes an official communication informal or too personal.

DRAFT OF A QUERY LETTER

Mr/Mrs/Miss (Full name)
Rank/Designation
Department

QUERY FOR DISRESPECTING OFFICIAL DIRECTIVES

The management has noticed your disrespect to official directives from senior colleagues. Despite numerous verbal warnings, your behavior has not changed. This is unacceptable in this organization.

You are to respond to this letter within twenty-four hours and state why disciplinary action should not be taken against you.
Regards,
Signed
Name
Rank/Designation
For: The Chief Executive/ Head, etc.
Date

Memorandum

Officers must also be familiar with memorandum writing, as it is one of the means through which issues are analyzed, recommendations are made, and decisions are taken. It states situational facts and propositions (Steve, 2014). It differs from minutes because it is more comprehensive, as it raises salient issues and concludes with pleas/prayers and recommendations for decision-making. For this reason, a policy memorandum should begin with a short introduction that defines the policy problem to be tackled in its contents. One should be as objective, palatable, straightforward, and direct as the situation warrants and the reader can absorb (Kaplan, 2018). It contains how the organization should tackle the issue than what it should shun.

The standard memorandum should be two-three pages and single-spaced, although it could be longer in cases where an issue requires more analysis and supporting documents to back up arguments. However, to be more precise it is better because most superiors have a lot to deal with daily from different departments and units.

Below is a simplified template of how a memorandum should be written:

POLICY MEMO TEMPLATE

Memorandum Template

Date:

For: Your Superior's Rank/Designation

From: Your Rank/Designation

Subject Matter: [Indicate the topic for the memorandum.]

<u>Focus</u>

In drafting a memorandum, one must be concise and go straight to the point. This could only be possible by the author's understanding of the issue of concern. One's submission should address the issue by enumerating the problems and proposing a feasible way out. The submission should be detailed in justifying the discussion made for or against the issue. One should not shy away from identifying any pitfalls in the recommendation or why a certain option was selected over others.

Content:
A memorandum should be in two-three paragraphs, state the problem(s) requiring attention, propose recommendation(s), promote policy change or a new approach, or a solution for the need of the organization. Briefly introduce the steps to be taken to resolve the issue by providing an immediate or a longer-term action plan to achieve such.
Discussion:
Recommendation(s) must be on current or past development that is relevant to the issue under discussion, raising the necessity or desirability to make a change or take action. Recommendation(s) should include cost implications for implementation and signify whether it is a departure from the organization's past policy or is consistent. Discussion must be on how it would prop up the interests of the organization.

Indicating any obstacles to one's proposal and explaining how to evade them is necessary for the memo to be meaningful.

Recommended Actions:
Briefly outline the steps to implement your proposed policy and conclude the memo with relevant and incisive "prayers" for your superior's approval or otherwise.

Brief
Unlike a memorandum, a brief is a short submission providing salient findings and recommendations on an issue requiring attention. Thus, a

brief is a clear and concise document for policymakers with little time to go over long and complicated submissions. It is called a "brief" because it is condensed and short to the point and easy to read information. It is structured into headings and subheadings to break up large blocks of text for quicker and easier comprehension (Hashim, 2018). It is the most preferred form of communication favored by policymakers because of its briefness and content.

While writing a brief one must think about its purpose and shape the content according to that. It must contain handy facts, figures, and recommendations. It must avoid emotive language, jargon, or acronyms. Although brief, it must highlight ideas, consensus, and ongoing discourse on the matter. Thus, a one-page brief should include:
i) Name of the author, rank, office contact, and date of writing

ii) The key issue and purpose of the message
iii) Background on the issue
iv)The justification for the solution of the problem, and
v) Recommendation(s)

Writing Minutes Of Meetings

Writing minutes of meetings is never a favorite vocation/undertaking of most officers. It is a note-taking procedure meant to be a document on the discussion(s)/issues and decisions agreed upon by attendees for implementation. Using short, familiar words and cautious technical terms are a few of the strategies to be used while writing minutes. It is a record for documentation and implementation. Recording meetings should be objective and accurate because it is legal tender and can be used as evidence in court. It should be a clear and brief recording of the decision. It should not be a verbatim recording of what transpired. While writing minutes, actions, decisions, and motions must clearly be stated, clarified, and specified. For this reason, minutes must have clear agenda; contain the list of attendees and absentees, the date of the meeting, matters arising from the previous meeting(s), the motion and the action agreed upon, the items to be held over time and the time of adjournment.

It should deliver the decisions agreed upon that even those not in attendance can read, understand, and, as the case may be, implement. It must be dated and signed by the chairman and the secretary of the meeting.

Notice Writing/Newsletter

As the name indicates, a notice is not supposed to be an essay but short and precise information for a specific purpose or audience. Being formal communication, the language to be used should, therefore, be formal as well. Short sentences and simple words that are understandable to the generality of readers should be used. The information should be conveyed in not more than 50 simple words. That is why it is called notice. It must be written on the official letter heading of the organization with the subject/title, date, and authorization name/signature. It is compulsory to write "NOTICE" on the top of the message, which should be in capital letters or bold before giving an appropriate title to the communication.

Nevertheless, the mistake made by most public servants is to make a 'notice' complicated or not readable or understandable in their efforts to impress or show their prowess in mastering English or official schedule/professional calling. Notice is not meant to impress but to be understood by the expected audience. It is preferable for a notice to be written in the third person and avoiding personal pronouns, such as I, You, Me, for example, is of significance and highly recommended. This is necessary because it is formal and the information conveyed must not be personalized.

As with other official communications, a notice must be truthful to the core, plain, clear, and detailed. It should not hide/leave certain information, which may be of importance, or misinform readers. Notice writers must be truthfully honest in their communication.

Related to Notice Writing is the Newsletter, which is a periodic/bulletin information report for the attention or use of individuals within and outside the organization desirous of knowing its services, performance, and plans. A newsletter should be brief,

readable, simple, and catchy enough to be of interest to people. It should not be a book but a 2-4 page condensed overview of subjects related to the function of the organization. It is a promotional or propaganda account of the organization meant to provide relevant news and forecasts.

Flyer/flier is mostly a single–page sheet pamphlet advertising or promoting the organization or its products. It is meant for distribution to people, crowds, and houses or fastened on any available thing/place, such as board, walls, trees, etc. Being directed to all, the flier message must be brief, simple, and in communicable words that would grasp the instant attention of the recipients. Like its relatives, newsletters, Leaflets, Brochures, and notices (Gauthier, 2020), its message should be concise and impudently crafted, displaying salient information. The public servant assigned to prepare or draft a flier must be economical and precise in his wording. He must understand that a flier is meant to be read and comprehended quickly by the recipients most of whom are very busy or on the move/passers-by. Being an unsolicited promotional communication, it has to be direct and to the point. Its main characteristics are being small in size and words and printed in large quantity for direct and easy distribution on the street, houses (door-to-door), schools, stadiums, gatherings, etc. Added to that, it is an inexpensive (due to the low cost of production) channel of advertisement. As the name indicates, a flier is meant to go far and wide, thereby transmuting information about an organization.

Speech Writing

Speechwriting may look simple but it is a special discipline itself because of the intellectual demands attached to it. Writing speeches and delivering such are central parts of the schedules of senior public servants. Thus, speech writing can be done for heads, the chief executives of organisations, or the government. It is different in style and dissimilar in purpose from other writings, such as a scholarly article, fiction/storytelling, a business proposal, or a memorandum. It is not meant to be secretive but open communication for public consumption. As speeches differ, so is how they should be written. No

two speeches are the same. Speech diversities may be due to their purposes and audience. Some speeches are meant to deliver factual/statistical facts, historical incidents, development progress or proposal (such as a Budget Speech), educational or management position or decision, etc. Others may be propagandist or rhetorical in nature and purpose aimed at mobilizing listeners or seeking support or promoting political aims.

A speechwriter needs to research and gather data, ideas, and facts on the topic. He should thoroughly understand the issue to be written upon. After all, one is not writing for himself but for an audience. For this, a speech must tailor to the needs and catch the interests of listeners. It must have objectives and the ability to grasp the audience's attention. This could only be possible if the speech is cast in simple, direct, and short sentences that could be easily understood by the majority of the audience. Costikyan (1980) recommended bluntness, clarity, and simplistic thought to be the norm of every speech. Words should be selected that could glue the audience to their seats. Writers should maintain an outline with a clear theme from which the speech should be written from the beginning to the end. It should have an introduction, a body, and a conclusion. Thus, every speech requires a purpose and should be condensed and clear and have a perfect flow of the message, and end with vigor. A bad beginning or ending is counterproductive to the message and the messenger. After all, speeches made are meant to be the communication of a policy to be implemented. A well-delivered budget speech, for example, lays bare the plan of government for that year on economic stability and growth, resource allocation to different sectors, management of public enterprises, etc.

Scholars are now in agreement that a speech should not hold an audience for more than 20 minutes. Most listeners according to these scholars lose concentration when a speech is too long (Roman and Raphaeleon, 1981).

Forms

A form is a means of communication and data collection for organizational purposes. It is, therefore, not possible for the organization to function effectively without using one type of form or another to ease communication. A form has been a part of public service for ages and its continual utilization in the future is guaranteed despite the technological advancement of this era. All forms are purposefully designed to perform certain functions meant for them. The significance of designing and using forms is to simplify tedious and bulky write-ups or responses that may delay management decisions. This is in addition to reducing costs (purchasing paper, printing, and distribution), time, and the confusion associated with write-ups. Forms are logical means of communication because they ask for specific and relevant or required information.

Being a conversation, a form is designed for a specific issue and eases understanding and response. It raises questions or precise requests for responders to respond in a separate column layout meant for that. Its design in a structured outline facilitates the collection of the required information in logical and meaningful methods, thereby simplifying communication. For this, a form should not only be simple to read and understood but must be specific in its needs.

The public service has been using 'printed forms' for decades; however, we are witnessing changes as modernity is altering the old methods of communication. Organizations are now using online forms for their daily needs. A form can be downloaded or filled and returned electronically, thereby eliminating the boring manual filling of printed paper forms. The electronic form has the advantage of reaching its destination within seconds and can be updated, reviewed, and adjusted without much financial commitment. This is unlike printed forms most of which have remained the same for decades. For example, the Annual Evaluation Form (APER) in use in the public service has been the same, unchanged, and reviewed or improved to include new developments in the field of administration or professional calling. It is structured, formal, rigid, and intently focused with rating parameters and procedures that are reactive in evaluating staff performance. It is too

generalized, as the same form is being used for all categories of staff without regard to their professions/seniority. The Graphic Rating Scale system in use in the form expects raters to use a 5– point scale (A to E) in assessing staff performance. Its assessment is more on personnel traits than performance. Its lack of competency assessment for each profession in public service undermines its usefulness. This explains its ineffectiveness in assessing staff performance and the failure of becoming a base for the honest progression of public servants. Although it is being used for promotion, its content is outdated and cannot measure up with modern requirements for staff progression. It is being filled as a formality for promotion exercises but never referred to for any other important decision. It does not improve performance nor motivate staff.

However, changes are happening now with the popularity, availability, and usage of online forms. The daily utilization of such forms necessitates the need for public servants to be computer literate.

Other Means Of Official Communication

There are other channels of communication that are codified in book form for the usage, application, and control of civil servants, such as Civil Service Rules, Financial Instructions and Stores Regulations. These documents and others not mentioned are meant for the effective management and control of civil servants and other resources. Civil Service Rules provide an operational framework and regulatory principles to be used in the day-to-day running of organizations. The Rules are meant to ensure efficient, effective, and transparent implementation of laid down procedures to guide the behaviors of civil servants. The booklet is a written charter of how to engage, manage, promote, control, and discipline erring staff.

The Financial Instructions booklet is the public service's financial management dogma. It is meant to maintain a sustainable fiscal position, effective resource allocation, and control. It lays down how government finances can be controlled and utilized transparently. It is a legal financial framework, which clarifies and unifies public finance.

The Instructions are meant for all officers charged with the management and utilization of public funds.

Stores Regulations is simply an inventory management system. It is meant to ensure efficient and proper stock control of purchases, storage, and dispenses. The booklet is a legal document for the management, control, and movement of stock. Thus, these codified regulations are meant to be read, understood, and utilized by civil servants daily. Although in book form, they are part and central channels of communication in the civil service. They are legal documents, which are in use for the management of resources, employment, promotion, or sanctioning of erring staff.

These documents or instructions can be termed public service manuals. They are instructional booklets that are supplied by public organizations for the use of staff in their daily official schedules. A manual is meant to guide or educate staff on how to work or operate the civil service system.

Visual Communication

Written words or verbal (spoken) being daily used by public servants cannot satisfy nor convey all decisions taken and directives given in public service. On many occasions, public servants must fall back on other means of communication, such as visual communication. This communication dates back thousands of years (Ijaz, 2016). It is older than written communication in human history. Through simple paint designs on stonewalls, an early man informed us about their culture, surroundings, mammals, and survival strategies. Thus, visual communication is simply the presentation of information using the visible medium, such as images, signs, drawings, graphic illustrations, animations, adverts, posters, pamphlets, brochures, leaflets, films, documentaries, etc. This channel of communication targets the recipients' eyes. Through seeing recipients understand, relate, conceptualize, and put into memories such experiences forever. The saying that the more one sees, the more he knows is apt.

Public service has been using visual communication to inform, educate, entertain, mobilize, and train, etc. citizens for a better society. This medium is taking center stage in the day-to-day running of public service and society. This explains the public service's huge investment in the setting up of public television stations, public viewing centers, and mobile cinematographic vehicles driving to every nook and corner to show films/documentaries for educational and mobilization purposes at the grassroots. Its advantages include faster delivery of information, simplifying complex issues to the understandable level and saving time, and ensuring an integrated message for all irrespective of class, position, and education level. The visual medium is not restrictive in its delivery of information like, for example, the written ones, which in most cases are in files and meant for the few staff directly addressed to or the literate. In addition, words "used to speak of what is communicated can only speak of one thing at a time, but images arrived holistically, everything presents simultaneously." (Dake, 2005)

The best visual communication is supposed to be short, simple, and direct in addressing issues (Jefkins, 1977). The exception is on making documentaries and bibliographical/historical/developmental undertakings meant to be a guide to the citizens. It should be in a straightforward format. It should break complex issues into understandable information with its purpose, mission and values clearly stated in a manner that the vision can relate with. It should be delivered in a language understood by all and if possible promoted by those known and respected in society taking into consideration the culture and the environment of the audience. This strategy rallies the interest of the audience to watch, identify with and remember the message. Information transmitted to the brain through sight is processed faster than written. Watching or seeing establishes or galvanizes audiences' emotional connection with the viewed message, thereby bridging the gap between concepts and words. After all, Realizing this, the public service is now using the most modern visual gadgets (video/camera, etc.) and means, such as films, documentaries, videos, signs, posters, social media platforms (such as Facebook, YouTube, Whatsapp, Twitter, Linkedin, Instagram, Snapshot, Tik Tok,

Pinterest, Reddit), etc. to effectively and efficiently deliver messages to the right audience, for the right purpose, at the right time, the right way and place. Watching visual communication campaigns on health, agricultural development, road safety, promotion of literacy, democratic culture, or against vices, such as drug abuse, prostitution, child abuse, human trafficking, etc. confirms its usefulness in public service.

Audio Communication

This channel of communication is based on the human voice and targets the recipients' ears. Radio for decades has been one of the dominant, intimate, and credible means of information dissemination and the agent of change and societal mobilization, sensitization, and transformation. It can reach millions across nations, regions, and territories instantly, thereby affecting and influencing human relations and attitudes. It brings entertainment, socialization, and education to the doorsteps of listeners. Its advantages over other mediums of communication include but are not limited to accessibility to all at minimum cost (to own and maintain), being portable and handy (can be used at the home, car, streets, rural and urban centers, etc.), and addictive nature (having devotee listeners). It can reach the literate and illiterate (as most of the programs are in local languages) because listening does not require literacy or sight, unlike other channels. It is also the most trusted and dependable medium. Its effectiveness and efficiency as a source of information on public policies and other domestic and international issues make this medium the favorite among public servants.

Effective utilization of this medium by public servants requires that public announcements and news broadcasts must be factual, verifiable, and truthful. Communicating through this medium should be relevant, complete, and comprehensive enough to be of relevance and interest to listeners. The saying that everything can be news but not everything is newsworthy should be in the minds of public servants while using this medium as a channel of communication. News broadcasts should not be a narrative about the government's policies

and programs alone. It must have added value by educating, enlightening and mobilizing citizens. This can be achieved if the news written by and broadcaster is objective and fair. Clarity and simplicity in writing and reading the news are of paramount importance.

Telg and Lundy (2014) recommended that before writing for a radio broadcast, one must identify the characteristics of the audience and understand the type of information dear to their hearts. Also prioritizing according to Cotter, (2010) and Staab, (1990), and summarizing information because of lack of space and time are fundamental, as every second counts. Unlikely, this channel faces the disadvantage that listeners have no chance of rereading (like the written medium) re-listening, rewinding, or rewatching the sentences they missed or misunderstood. Thus, for this reason, while writing news the style should be familiar and the most important information put first to grasp the attention of listeners. Writing for the ears requires sentences that sound good, glowing, and conversational to hear/listen to (Rogers, 2019). They should be brief using simple, correct grammar and familiar words that could be understood. Sentences should be short of 20 or fewer words and also direct and must contain one and not multiple ideas. Too much information on a single item or idea is not helpful.

The maximum length of a news broadcast is between 1-45 minutes, as the case may be. Public announcements should also be much shorter and more direct for the audience to listen to and comprehend. Efforts should be made for the news to hit its target audience directly. It should be able to grasp and maintain listeners' interest and attention. It should be understandable and digestible and not repetitive and boring. Thus, in drafting news, the public servant should be fair, just, and not partisan. He should not mislead listeners.

Conclusion

"Your ability to accomplish anything is dependent on your ability to communicate." O' Rouke, J. 'Effective Communication Skills a Must for Manager", *https://www.notredameonline.com/resources/leadership-and-management/effective-communication-skills-a-must-for-managers//*

The essence of communication skills in the running of organizations either public or private is not contestable. It is central to management efficiency and organizational success. Effective communication either written, verbal, or visual is vital and a must for management and managers' daily routines in running and directing other staff. Although we find it easy to deliver our message, the means (written, verbal or visual) through which we do that is becoming more sophisticated nowadays, leading to the present efforts to standardize it. Employers, especially in the private sector, are now emphasizing communication skills as one of the criteria for one to be employable. Sooner or later the public sector would follow suit. This transition is unavoidable.

Daily we realize the hardship of understanding one another even in a situation where we speak the same language and share the same culture. The use of language (whether in verbal or written form), which is taken for granted, is now becoming more complicated and confusing because of the increase in vocabulary, differences in dialect, meaning, and understanding and using certain words and phrases by individuals. Thus, public servants must be careful in their use and selection of words and phrases. They should speak or write, simply, and clearly (Nordquist, 2019). Public servants should strive to use the "right word, not its second cousin," as advocated by Twain in his criticism of Fenimore Cooper (Twain, 1946). One should value the economy of words and style in communicating ideas, directives, or decisions. After all, the aim of communication is not to impress alone, as seen by most speakers and writers, but to deliver the message effectively for the understanding of listeners or readers.

Nevertheless, before concluding there is a need for public servants to understand that communication has, according to Drucker (2001:261), proven as "elusive as the unicorn". It is what one hears, digests understands, perceives, and expects, which may not necessarily be what the communicator means. Although this statement may seem to be confusing, it is a fact. In the process of communication, public servants must be aware of information blockage in workplaces. The blockage can be either consciously, purposely or criminally planned, or otherwise. Blocking information happens in any of the three steps of the

communication process: at the initiation, transmission, or receiving stage. Failure to deliver complete and accurate information from the side of the initiator or the unwillingness or inability to understand and assimilate the message by the receiver causes blockage. It arises either due to language barriers or the inability to communicate (written, visual, audio, or verbal) leading to misunderstanding, misinterpreting, or the misperception of the message transiting from one person to the next within the organization. This is common due to what Stillman (2000) coined as "status distance". The transition of the message through hierarchical levels within the organization, for example from the Chief Executive to middle and lower cadres for implementation, may lead to a significant alteration and sieving of the original information or decision. This is too common in public corporations with numerous branches and outlets all over the nation. A few worth noting examples are the Federal/State Ministries, Central Bank of Nigeria, Nigerian Ports Authority, Federal Inland Revenue Service, Nigeria Police, etc. Due to distance, environment, and cultural differences, ensuring the implementation of accurate messages from such organizations is becoming a challenging endeavor between headquarters and outlets.

In addition to the stated, blockage of information also occurs when a criminally minded individual feeds staff with distorting or misleading information for self-preservation and protection. This is meant to cover his misdeed or continue to enjoy his advantageous position. Such kinds of individuals give either incomplete or distorted information.

Verbal communications are more often abused, diluted, or misunderstood and implemented than written or visual. This may happen either due to the ways the information transits (passing through too many hierarchical levels) or the tendency for those relaying it to be less direct or milder, thereby covering or glossing over sensitive directives so as not to offend or be in the good books of recipients. But this comes at a cost and would not be in the interest of the organization.

Public servants must be aware that the information reaching their table is accurate. Distorted communication leads to the wrong implementation of decisions, thereby affecting the effective and efficient

performance of public service. Thus, effective communication is essential in the day-to-day running of public service. This is so because it transmits "values, attitudes, and feelings through properly chosen words" (Sen, 2009, p.25)

References

Abercrombie, K; (1968) "Paralanguage", *British Journal of Disorders o Communication, 3:55-59*

Adebayo, A; (1981) *Principles and Practice of Public Administration in Nigeria*, Chichester: John Wiley and Sons Limited

Aji, et al " Bridging Communication between Public and Government: A Case Study on Kim Surabaya." *Journal of Physics: Conference Series* 953 (2018) 012184. Retrieved from https"//iopscience.iop.org>

Akanni, J. A. (1987), *Management: Concepts, Techniques, and Cases* Ibadan, Julab Publishers Limited

Amadi, D.C. and Nwulu, F. N. (May 2019) "Official Writing/Correspondence". Retrieved from https://www.researchgaate.net/publication/332859721_OFFICIAL _WRITING _CORRESPONDENCE

Armstrong, M; (1995) *Personnel Management Practice,* London: Kogan Page Limited

Arputhamalar, A. and Kannan, S. P, "Written Communication in Organizations and the Need to teach Tertiary Learners." *in Indian Journal of Applied Research* (May 2016) 6 (4), pp17-19

Atkinson, A and Stiglitz, J. (1980) *Lectures on Public Economics* Maidenhead: McGraw-Hill

Bates, J; (1985) *Writing with Precision* Washington: Acropolis Books

Bello-Kano, I. "Understanding the Concept of Plain Language." A paper presented at the training workshop on Legal Resources, Language, and Writing organized by Policy Analysis and Research Project, The National Assembly, held at Rockview Hotel Abuja, May 5-6 2009

Braji, I. Communication Skills, Personal Effectiveness and Attitudinal Change (A paper presented at a 2-day Workshop for Kano state Primary Healthcare Management Board's staff 23-24 December 2019

Braji, I. Organizational Performance: A Tool for Enhancing Effectiveness in Public Sector Delivery (Paper presented at a 2 - Day Workshop organized for the Jigawa State Local Government's Senior Administrative Staff held from 2-3th December 2019

Braji, I. Performance Management, and Succession Planning in Private and Public Sectors in Nigeria (A paper submitted for publication in Bayero University Journal of Political Science 2021)

Braji, I. Performance Management in the Public Sector (Paper presented at a 2-Day Seminar for Jigawa State Local Government's Staff from 23th -24th October 2019

Braji, I. Performance Management: An Overview (Paper presented at a 2 - Day Workshop organized for the Jigawa State Local Government's Senior Administrative Staff held from 2-3th December 2019)

Braji, I. Succession Planning, Talent and Performance Management in Nigeria (Paper presented at a 2-Day Seminar for Jigawa State Local Government's Staff from 23th -24th October 2019

Child, J. *Organization: A Guide to Problems and Practice* (1987) London: Paul Chapman Publishing Limited

Cole, G.A; *Personnel Management: Theory and Practice* (1995) London: DP Publication Limited

Costikyan, E. N. *How to Win Votes: The Politics of 1980,* NY: Harcourt, Brace, Jovanovich

Cotter, C. (2010) *News Talk: Investigating the Language of Journalism* Cambridge: Cambridge University Press

Dake, D. "Creative Visualization", in Smith, K. et al (eds) *Handbook of Visual Communication: Theory, Methods and Media* (2005) Lawrence Erlbaum Associates Publishers, London, Mahwah, New jersey

Dike, C. *The Nigerian Civil Service* (1985) Owerri, Nigeria: Alfa Publishing Company

Doyle, A. "Top Skills and Attributes Employers Look for". Updated 16,2021) https://www.thebalancecareers.com/top-skills-employers-want-2062481

Drucker, P. F. *The Essential Drucker: The Best Sixty Years of Peter Drucker's Essential Writings on Management* (2001) New York: Harper

Drucker, P. F. *The Practice of Management* (2004) New Delhi, Allied Publishers PVT Limited

Fahmy, S., Bock, M.A., and Wanta, W. *Visual Communication Theory and Research: A Mass Communication Perspective* Palgrave: Macmillan

Federal Republic of Nigeria *Financial Instructions* (Official Gazette 27 October 2009) Financial Regulations (Revised to January 2009)

Fletcher, W; (2000) "Let Your Body Do the Talking, *Management Today* March, 30,

Fredricksson, M. and Pallas, J. (August, 2018) "Public Sector Communication," https://www.researchgate.net/publication/3227879211_Public_Sector_Communication

Gaur, A. *A History of Writing* (1984) New York: Charles Scribner's Sons

Gautheir, A. (July, 6, July 2020) "What's the Difference between Flyers, Leaflet, Brochures and Booklets", https://www.printingceterusa.com/log/what's-the-difference-between-flyers-leaflet-brochures-and-booklets/.

Greenfield, J; *Playing to Win* (1980) New York: Simon and Schuster

Harris, D. W. "What makes Human Communication Special?" https:// danialwharris.com>book>DanialWHarris (27 October 2020)

Hashim, A. M."Writing a 'Short Communication'. Retrieved from https://www.researchgate.net/publication/326835522_ Writing_ a_ Short _ Communication

Head, B. "Government Communication and Public Service Dilemmas and Pressures" https://www.researchgate.net/publications/43479242_Government_Communication_and_Pu lic_Service_.dilemmas

Ijaz, N. "Art of Visual Communication, Evolution and Its Impact" *Indian Journal of Public Health* (Dec 2016) 9 (12) 1725

Jefkins, F. *Planned Press and Public Relations* (1977) London: International Textbook Company

Jianu, E. et al " Techniques, and Methods to Improve the Communication Channels in Public Administration," *Social and Behavioral Sciences 92 (2018) 174-179*

Kano State of Nigeria *Civil Service Rules* (2004) Office of the Head of Service, Kano State

Kano State of Nigeria *Financial Instructions* (2004) Kano State Ministry of Finance

Kano State of Nigeria *Stores Regulations* (2004) Kano State Ministry of Finance

Kaplan, A. (2018) "Writing for Public Policy: A Guide for Writing Public Policy Memos". Retrieved from Writing-Public-Policy-Memos-by-Alex-Kaplan-2018pdf (https://commons.trincolli.ed>files>2019/3)

Keller, J; *Attitude Is Everything: Change Your Attitude: Change Your Life!* **(**2015**)** Kindle Edition**,**

Kelvin-Iloafi, L. E; " The Role of Effective Communication in Strategic Management of Organizations," in *International Journal of Humanities and Social Science* March 2017, 6 (12), pp93-99. Retrieved from https://www.researchgate.net/publication/327212629_THE _ROLE _OF _ EFFECTIVE_COMMUNICATION_IN _ STRATEGIC_MANAGEMENT _OF_ORGANIZATION

Lasswell, H; "The Structure and Function of Communication in Society," in Bryson, L; *The Communication of Ideas* (1948) Harper and Row

Ludlow, R., and Panton, F; (1992) *The Essence of Effective Communication* New York: Prentice Hall

McGregor, D. "Towards More Open Performance Appraisal", *Harvard Business Review,* May - June 1957

McKevitt, D. (1998) *Managing Core Public Service* Oxford: Blackwell

Mumford, A. *Management Development* (1993) Great Britain: Institute of Personnel Management

Nordquist, R. (August 4, 2019) "What is Clarity in Composition", https://www.thoughtco.com/what-is-clarity-compositio-168984

O' Rouke, J; Effective Communication Skills a Must for Manager," *https://www.notredameonline.com/resources/leadership-and-management/effective-communication-skills-a-must-for-managers//*

Ober, J. H; *Writing: Man Great Invention* (1965) Stor-Honor Inc

Pearson, J. and Nelson, P; (2000) *An Introduction to Human Communication, Understanding and Sharing (*5th Edition), Boston: McGraw-Hill

Prabavathi, R. and Nagasubramani, P. C. "Effective Oral and Written Communication" in *Journal of Applied and Advanced Research* May 2018, 3(S1):29. Retrieved from https://www.researchgate.net/publication/325087759_Efective _oral _and written _communication

Redfield**,** C, *Communication in Management: The Theory and Practice of Administrative Communication*. Volume 10 (1958) University of Chicago Press

Remland, M; (2000) *Nonverbal Communication in Everyday Life,* Boston: Houghton Mifflin

Rogers, T. (June 25, 2019) "Broadcast Sentence—Structure," newscript.com/sentence.html

Roman, K. and Raphaelson, J. (1981) *Writing the Works* New York: Harper and Raw

Sen, L. (2009) *Communication Skills* New Delhi: PHI Learning Private Limited

Simon, H.A, Smithburg, D. W, and Thompson, V. A; *Public Administration* (1991) New York: Routledge

Spicker, P. "The Nature of a Public Service,' *International Journal of Public Administration* 32 (11), December 2009. Retrieved from https://www.researchgate.net/publication/265865101_The _Nature _of _a _Public_Service

Squadrin, G. (2018, June 15) "Difference between Civil Service and Public Service. "www.differencebetween.net/miscellanous/politics/difference-between-civil-service-and-public-service//

Staab, J. F. (1990) "The Role of News Factors in Selection: A Theoretical Reconsideration," *European Journal of Communication* 5 (4), "323-443

Steve, F. (2014) "Policy Memo Writing Tips." *Woodrow Wilson School of Public and International Affairs*, 28 October 2014. Retrieved from https://wws.princeton.edu/admission/wws-blog/item/policy-memo-writing-tips

Steward, J. et al (2005) *Together Communicating Interpersonally: A Social Construction Approach* (6th Edition) Los Angeles, CA: Roxbury

Stillman, R, J. (2000) *Public Administration: Concepts and Cases* Boston: Houghton

Telg, R. and Lundy, L, (2014) "New Writing for Television and Radio." https://edis.ifas.ufl.edu/publications/WC193

Tomasello, M; (2008) *Origins of Human Communication* MIT Press

Twain, M. Fenimore Cooper's Further Literary Offenses", *The New England Quarterly,* Vol. XIX, pp291-30, September 1946, which was printed and titled "Cooper's Prose Style" in De Voto, B; edited book *Letter from the Earth* (2004) Harper Edition

Twain, M; "Fenimore Cooper's Literary Offenses" (1895) Retrieved from twain.lib.virginia.edu.

Wallman, J. (1992) *Aping Language* Cambridge: Cambridge University Press

Wiemann, J. (2003) "Forward' in Green, J. and Burleson, B. (eds) *Handbook of Communication and Social Interaction skills* Mahwah: NJ, Lawrence Erlbaum

Wiethoft, W. E; *Writing the Speech* (1994) Greenwood, IN: Alistairs Press

Worth, S. (1981) *Studying Visual Communication* Philadelphia: University of Pennsylvania

Online Sources:

"32 most commonly misspelled words, say grammar experts".

"Characteristics of Civil Service".

"Radio as a Medium of Mass Communication

"Spelling".

"Coopers' Leather stocking Tales".

http://www.ukessays.com/essays/media/radio-medium-mass-communication-1615.php.
https://en.m. wikipedia.org
https://www.cnbc.com/2021/05/07/mostly-commonly-misspelled-words-that-make-you-look-less-smart-according-to-grammar -experts-html
https://www.skillsyouneed.com/write/spelling-htmI
https://www.virtualkollage.com/2016/11/features-of-civil-service.html
https://www.walyben.com/charactristics-of-civil-service//