

SPELT RESTRUCTURING DOCUMENT

Final: presented to Working Committee for implementation. November 2016.

PRELUDE

Over the past 30+ years SPELT has been doing a tremendous job of addressing and meeting some of the training and developmental needs of the English language teachers in Pakistan. This work has been done across Pakistan, more vigorously by the SPELT head office, Karachi, and to some extent by its chapters and units, under guidance, and sometimes support, from the head office. However, most of the work that SPELT head office had been doing was done on a needs basis; it was, therefore, felt that all this needed to be documented for guiding the next generation of SPELT leaders. Hence, the restructuring exercise was undertaken, in order to institutionalize SPELT's working and to document the processes. For this purpose, a task force comprising five members was formed by the Honorary Executive Director.

The task force was headed by Rehmat Ebrahim (RE). The team members included Muhammad Aamir (MA), Salma Mahmood (SM), Tahira Moin (TM) and Fatima Shahabuddin (FS). When MA was unable to continue, Huma Thaver (HT) joined in for a couple of meetings. However, due to the rigour and time demands of the task, ultimately, only three members, RE, FS, and SM managed to continue, until SM migrated. The document was completed in its present form by the remaining 2 members of the original task force, i.e. RE and FS. The team met regularly twice a month for at least 8 months, and then on an as and when needed basis, sometimes four times a month and sometimes less frequently.

The discussions and the writing and editing of the document continued more or less simultaneously. While the work was in progress, regular updates were provided to the Working Committee (WC), through presentations at some of the WC meetings, by the team leader. Once the document had reached a certain level, it was shared with the WC and some veteran SPELTERS for their review and feedback. The feedback received was incorporated and after some more discussions and fine tuning, the first draft was shared with

the WC at a retreat called for the purpose. The detailed comments provided by the members were again discussed at great length by the two team members, as these were very insightful and based on the ground reality, and all relevant comments/ suggestions were then incorporated into the document. All this feedback at various levels has been tremendously useful and has contributed towards making this a strong, worthwhile document.

One point that needs to be emphasised here is that this is not a legal document; it is a document for the working committee and its members, for them to use it as a handbook for determining their plans and targets and for evaluating their own performances against their expected roles. While the document elaborates the procedures and roles, and seeks to clarify some ambiguities, the constitution remains the key policy document; this document has only attempted to explain some of the principles and procedures for making it easier to operationalize those policies. This is the reason why this document is not meant for legal purposes, but is only meant to serve as a guiding document for the SPELT members and Working Committee. Moreover, unlike the constitution, as this document delineates the procedures, it is subject to change and revision, as and when deemed necessary by the SPELT Head Office, Karachi, which is the parent body.

For the reasons explained above, the task force has strong reservations about this entire document being displayed on the website of SPELT as an official document, primarily because procedures and SOPs are changeable as and when deemed necessary. Additionally, putting the entire document up as an official document on the website can result in the Working Committee facing two big challenges: having to spend valuable time in defending or justifying every small change and action; and being constantly evaluated and judged by outsiders on the basis of what is stated in the document, as opposed to their performance on the ground. This can lead to frustration and burn-out, something that SPELT can ill-afford, considering that in today's world economic challenges are outweighing volunteerism, which is at the core of all SPELT work and its achievements so far.

The relevant parts of this document were shared with all the seven sub committees of the WC, in January 2016 for implementation, to determine any practical issues, challenges and ambiguities that needed to be addressed through further fine tuning. The committees apparently found the document user friendly and something that met the immediate procedural and other related needs of SPELT, as no additional feedback has been received by the task force so far, despite repeated reminders. Hence, the 2-

member team now feels that the document is ready to be submitted to the Honorary Executive Director, who commissioned the task, and to the Working Committee, for record and implementation purposes. Any anomalies and ambiguities identified subsequently can be brought before the WC for necessary changes and incorporation into the document.

Rehmat Ebrahim

Fatima Shahabuddin

November, 2016

1. SPELT VISION, MISSION, GOALS, AND OBJECTIVES

1.1 Vision

To empower ELT practitioners, researchers, and managers in Pakistan to function according to internationally acceptable ELT standards.

1.2 Mission

To enable ELT professionals attain a high level of competence in their respective areas. ELT professionals would include:

ELT Practitioners: teachers, trainers, material writers, text book writers, material developers;

ELT Researchers: experienced and novice practitioners and student-teachers studying in the certificate, diploma, and degree programmes

ELT Managers: heads of institutions and departments, and policy makers at the provincial and national levels.

1.3 Goals

SPELT's goals are to

- a. provide a professional forum for ELT professionals in Pakistan to share best practices
- b. facilitate interaction between local and international ELT professionals
- c. help develop contextually relevant material to enable easy and user friendly access to ELT material
- d. Encourage the use of ELT materials pertinent to local and global issues

- e. For this, SPELT will undertake professional development programmes and activities like Academic sessions, Conferences, workshops, journal publication, and other innovative practices; for example study sessions, interest groups, etc.

1.4 Objectives

The general objectives of SPELT are to:

- a. Provide an opportunity to its members to obtain a wider perspective of ELT worldwide through a variety of local and foreign expertise
- b. facilitate research by training, mentoring, and supporting ELT researchers
- c. network at an organizational level with sister organizations worldwide to share ideas and methodologies appropriate for local contexts
- d. collaborate with government agencies to provide professional development opportunities through ELT training; to develop ELT materials for the public sector; and to develop and frame sustainable language policies
- e. endeavour to influence public opinion through media and other means regarding the importance of quality ELT education in Pakistan
- f. work with public and private sector institutions working towards ELT improvement in Pakistan
- g. broaden its membership base through constant membership drives
- h. use contextually friendly and internationally acceptable material that promotes peace, harmony, and human dignity
- i. build a resource centre complete with ELT books, journals, supplementary teaching materials, audio-visual aids etc., with loan facilities for its members

2. STRUCTURE

Currently SPELT has a two-tier structure: Working Committee and Advisory Committee; the latter is an official requirement and has not been a functioning part of SPELT so far. To enable smooth functioning and detailed discussion of issues at a smaller forum, and to involve the larger community, a 3 tier committee structure is being suggested:

| S.No | Committee name | Members | Meetings per year | Other details |
|------|---|--|---------------------------------|--|
| 1. | Managing Committee (currently called Working Committee) | 7 coordinators + 3-5 members of each sub-committee + Executive Director (by invitation only) | 6 + 6 | 6 Managing Committee meetings. in 2 of these meetings, the Steering Committee would also be invited; and at least 6 individual minuted sub-committee meetings . Extraordinary meetings may be convened when needed. The 7 sub-committees will be Programme, Finance, Working, (Administrative arm) Conference, Academic, Journal, and Workshop (academic arm) |
| 2. | Steering Committee | 7 coordinators + 4 veteran SPELT members/ experts + Executive Director (by invitation only) | 4 + 2 | 4 Steering committee meetings and 2 meetings with the Managing Committee. There should not be more than 2 experts and these should be selected as per SPELT needs, ensuring that there is no direct conflict of interest Veteran SPELTERS/ experts will become part of the committee by invitation from at least four coordinators Extraordinary meetings may be convened when needed |
| 3. | Advisory Board | 2 serving coordinators, 2 veteran SPELTers, 3 credible | 2 Preferably June & December | The 2 serving coordinators should be rotated every 2 years. Additionally, the 2 serving coordinators will not be a part of the core advisory board; they will be ex-officio members. Thus the core board will comprise 5 individuals. The |

| | | | | |
|--|--|------------------------------------|--|---|
| | | individuals from the civil society | | <p>veteran SPELTers should not be on any other committee</p> <p>Members from the civil society should be those who can further SPELT's cause and there is no direct conflict of interest</p> <p>Extraordinary meetings may be convened when needed. Those on the board will not be eligible for any remunerated position/work at SPELT.</p> |
|--|--|------------------------------------|--|---|

As per the the above structure there will be 2 types of committee members; elected and nominated. The elected members will be elected as per SPELT procedure at the AGM in December every year. (Refer to section 6 election procedure). Veteran SPELTers and experts will be the nominated members on the committees. The term of office for elected members on all the above committees will be two years; members may, however, be re-elected for one additional 2-year term. In the case of nominated members, they too will serve for a two-year term but they may be selected for more than one additional term, the reason being that finding quick replacements for veteran SPELTers, experts, and credible members of civil society may not be easy. Moreover, the latter two will probably require two years to properly understand SPELT working and be able to contribute to its working in an effective manner. Hence, this category of members should be nominated for 2 terms of office, with permission for further extension in terms, in exceptional cases, provided that at least 4 coordinators feel that exception is warranted in any given case.

The Managing Committee will be chaired by the Working Committee Coordinator; the Steering Committee by the Programme Coordinator; and the Advisory Committee will have a rotating chair, who will be nominated at the end of each meeting by the chair of that meeting. All sensitive, confidential, and conflicting policy matters should be discussed and resolved at the Steering Committee level, before they are discussed at the Managing Committee level.

A written invitation with TORs will be given to the veteran SPELTers and other prominent individuals, by the Programme Coordinator, inviting them to become SPELT committee members.

Additionally, the SPELT Head Office, Karachi, will be managed by an (honorary/ paid) Executive Director, assisted by staff, as per requirement, and as approved by the Steering Committee.

ZS suggests we should have 'nominated coordinators' - 3 for now to handle media, marketing, and IT.... Q by RE: but what about technical issues of Finance and Legal matters? Issue was not resolved. Task force has reservations regarding this suggestions.

3. BROAD TORs OF THE COMMITTEES

3.1 The **Managing Committee** will mainly be responsible for

- a. academic activities
- b. generating and managing funds for SPELT
- c. management of office
- d. delivery of SPELT activities and programmes
- e. networking with other affiliates/ institutions

3.2 The **Steering Committee** will mainly be responsible for

- a. managing all matters related to the strategy, operations, and implementation of SPELT goals and objectives at the Head Office
- b. monitoring of SPELT activities and programmes
- c. reviewing and deciding approval/ rejection of new programme proposals
- d. formulating office procedures and rules for salary increments, leaves, and absence of staff at the Head Office
- e. hiring and firing of the staff at the Head Office

The Steering Committee meetings will be held even if the veteran SPELTers and/ or experts are not available. A minimum of four coordinators can hold a meeting and take major decisions. However, these decisions will be taken within certain defined parameters; i.e., matters related to SPELT programmes and office management can be taken, but those regarding policy matters can only be taken in consultation with the maximum number of coordinators.

3.3 The Advisory Board will mainly

- a. help SPELT in developing policies and strategic plans
- b. provide support and advice in strategic matters
- c. play a mediatory role in resolving policy issues and conflicts, should the need ever arise
- d. help SPELT in generating funds

4. APPOINTMENT AND CODE OF CONDUCT OF COMMITTEE MEMBERS

4.1 Coordinators

- a. SPELTers desirous of becoming coordinators should have preferably worked as sub-committee members for at least 2 years
- b. They should preferably be Life Members or have at least **three years'** membership fees paid up at the time of their appointment as coordinators
- c. They should be committed to serve on the committee for at least 2 years, barring unforeseen circumstances
- d. In case midterm withdrawal is inevitable, the elected coordinator should formally submit a resignation to the Steering Committee, suggest the person who can take charge; and hand over all documents (both paper and electronic), details of pending work, and any other related information to the person nominated by the Steering Committee
- e. The coordinators will be overall responsible for all the tasks and duties assigned to their respective sub-committees
- f. They **MUST** take the position seriously and accord due priority to their duties as coordinators; in other words, they must make time for SPELT
- g. They need to mention their tenure period (eg 2011-12) whenever they sign any official letter/ document
- h. Coordinators who are unable to attend any of the aforementioned meetings **MUST** nominate a member from their sub-committee to represent them.

- i. Working/Programme Committee Coordinators should nominate one of the other coordinators to chair their respective meetings
- j. The coordinators should ensure evaluation of their committee's work, and their own and their committee members' self-evaluation at the end of each year, and present a report at the November meeting.
- k. Coordinators will only be entitled to the plaque of recognition of their service term provided they have attended 70% or more of the meetings during their tenure. These include the sub-committee meetings, the Managing Committee meetings and the Steering Committee meetings.
- l. Coordinators are expected to be members on their respective subcommittees on the completion of their term to mentor the incoming coordinator.

4.2 Sub-Committee Members

- a. Those desirous of being on the sub-committee should have had SPELT membership for at least one year
- b. All sub-committee members should have at least **three years'** membership fees paid up at the time of their appointment on the committee
- c. All sub-committee members should be committed to serving on the committee for at least 2 years, barring unforeseen circumstances
- d. In case midterm withdrawal is inevitable, they should convey their resignation in writing to the Managing Committee
- e. It will be up to the Managing Committee to decide whether the vacated position needs immediate replacement or it can wait until the appointment of the next committee election/selection
- f. If any sub-committee member is unable to attend meetings, it is their professional responsibility to inform their coordinator. If they do not attend 2 consecutive meetings without informing, it can result in the cancellation of their membership from the sub-committee
- g. Only members who are regular and active may be considered for any facilities and opportunities offered to SPELT sub-committee members

- h. Formal submission of election papers will be required if members choose to serve the same committee as sub-committee members for which a coordinator is being elected for the second term
- i. A coordinator can invite new sub-committee members to be inducted at the time of election in the committees for which it is not the election year after consulting the existing committee. If a member wants to join an existing committee for which it is not the election year the member/s will need to formally request the coordinator and the sub-committee members to be included in the existing committee

Even a new Spelter can join a sub-com? (LP)... **Please refer to point a of this section.....currently, for expediency and for 'dearth' of committee members this point has been kept in abeyance.**

What if a sub committee member works for a year and decides to opt for becoming a coordinator the following year? (LP).

FS/RE need to revisit this point Point appropriately revisited. **please look at point c in this section**

4.3 Volunteers

- a. Those not meeting the criterion of being committee members can be taken on the sub-committee as volunteers; however, they will not be entitled to any of the benefits reserved for the members of the Managing Committee
- b. All sub-committee volunteers should have at least one year's membership fees paid up at the time of their appointment on the committee
- c. Sub-committee volunteers should preferably be taken on at election time; however, they can also be taken on at other points in time
- d. There can be any number of volunteers on the sub-committee, provided they have defined roles and responsibilities, are provided mentoring and support, and are kept motivated
- e. Volunteers can also be taken on task forces created for specific purposes; once the task is complete they may choose to continue on some committee or on another task force, or they may decide to leave
- f. Those desirous of contributing virtually towards any committee's work can do so in the capacity of volunteers; however, they will have to be SPELT members
- g. Volunteers will be required to attend only the six sub-committee meetings; however, as and when needed, they may be invited to any of the six Managing Committee meetings

4.4 Veteran SPELTers

4.4.1 Who Qualifies

- a. Those individuals will qualify for this position who have served on at least two committees as coordinators and completed their term of office
- b. Their appointment on the committee will be based on nomination, not election
- c. They should preferably be/ have life membership or at least three years' membership fees paid up at the time of their appointment

4.4.2 TORs

- a. They will provide support and advice in matters related to SPELT's functioning and in resolving issues
- b. They will play a role in guiding and mentoring the coordinators in the discharge of their duty
- c. As and when required, they may contribute towards the smooth running of the office, provided at least 4 coordinators feel that the task merits their contribution
- d. They should be committed to serve on the committee for at least 2 years, barring unforeseen circumstances
- e. In case midterm withdrawal is inevitable, they should convey their resignation in writing to the Steering Committee
- f. It will be up to the Steering Committee to decide whether the vacated position needs immediate replacement or it can wait until the appointment of the next committee

4.5 Experts

- a. One, maximum two, members can be appointed on the Steering Committee as experts in the area of finance, legal affairs, marketing, public relations, IT, etc. to meet the specialised needs of the organization
- b. Their appointment on the committee will be based on nomination, not election
- c. They should not have any conflict of interest with SPELT

- d. They should preferably have life membership or at least three years' membership fees paid up at the time of their appointment
- e. They will provide support and advice in matters related to their field of expertise
- f. They should be committed to serve on the committee for at least 2 years, barring unforeseen circumstances
- g. In case midterm withdrawal is inevitable, they should convey their resignation in writing to the Steering Committee
- h. It will be up to the Steering Committee to decide whether the vacated position needs immediate replacement or it can wait until the appointment of the next committee

4.6 Socially prominent individuals

- a. Three socially prominent individuals, from varying fields, will be identified to serve as members on the Advisory Committee
- b. These will be individuals who can help further SPELT's cause
- c. Their appointment on the committee will be based on nomination, not election
- d. They should not have any conflict of interest with SPELT
- e. They should preferably have life membership or at least three years' membership fees paid up at the time of their appointment
- f. They will help SPELT in developing policies and strategic plans
- g. They will provide support and advice in strategic matters and in resolving policy issues and conflicts, should the need ever arise
- h. They should be committed to serve on the committee for at least 2 years, barring unforeseen circumstances
- i. In case midterm withdrawal is inevitable, they should convey their resignation in writing to the Advisory Committee
- j. It will be up to the Advisory Committee to decide whether the vacated position needs immediate replacement or it can wait until the appointment of the next committee

4.7 Honorary Executive Director ((LP suggests removal of this position as meant only for ZS) to be checked with ZS, KS MT and /or other experienced individuals.

The Honorary Executive Director position has been conferred on Zakia Sarwar for life. This position is like the Professor Emeritus Position at universities and will be awarded only to those whose contribution to SPELT has been exceptional, for a sustained period of time. In other words, it does not need to be filled all the time. The decision regarding conferring this title will be taken by the Steering Committee, in consultation with the Advisory Committee, after approval from the Managing Committee.

In the absence of an Honorary Executive Director, SPELT may appoint a paid Executive Director by paying a nominal honorarium, if SPELT resources permit. The decision regarding the appointment and the honorarium amount will be taken by the Steering Committee. This person will be given a one-year contract appointment, with a three-month probationary period. The contract will be renewed every year, based on mutual agreement. The Steering Committee will review the contract at least two months before it is due to expire and convey the decision about its renewal/ non-renewal to the Executive Director at least one month in advance.

Suggestion: A stipulation is required stating who would function in this capacity in the situation if SPELT does not have an Hon. Exec Dir. Who will take on the responsibilities?

The Executive Director will:

- a. Attend the Managing and Steering Committee meetings as and when requested
- b. Assist the Managing and Steering Committees in managing day to day office matters and official correspondence
- c. Oversee administrative matters related to SPELT programmes and activities, as and when required
- d. Be the contact person with regard to official matters regarding representation and collaboration related to SPELT
- e. Highlight issues that impact or may impact the quality of delivery of SPELT programmes and activities or the management of day to day office affairs
- f. Take decisions in emergency situations, after consultation with all the coordinators. However, situations requiring immediate response may be dealt with accordingly but the coordinators should be informed about it as soon as possible
- g. Be entitled to spend the amount agreed by the Steering Committee for meeting the day to day needs of the SPELT office and its programmes
- h. May, at times, be requested to liaise with sponsors, collaborators, partners, etc.

- i. Constantly interact with the Steering Committee to ensure smooth management of the SPELT office, and its programmes, and activities

There may be times when SPELT does not have an Executive Director – voluntary or paid – that is where the three committees that are the administrative arm of SPELT will have to play a more proactive role. For instance, the Working Committee will be responsible for attending to office administrative matters, the Programme Committee for overseeing external collaborations and liaison, and the Finance Committee taking care of financial and legal matters. All programmatic and activities related tasks will have to be dealt with by the respective committees/ coordinators. Alternatively, the Working Committee may decide to nominate a competent and trustworthy person by giving him/her all power/responsibilities that would otherwise fall within the purview of the Executive Director.

5. PRIVILEGES OF COMMITTEE MEMBERS

Being on the committee of any professional organization is a matter of honour and prestige and adds weightage to one's CV, in addition to promoting one's professional and managerial development. As a committee member one also gets a number of opportunities to attend and/ or participate in various professional development activities and meetings at different levels. At SPELT, some of these opportunities are as follows:

- a. Training opportunities within the city
- b. Training opportunities within the country
- c. Training opportunities abroad
- d. Attending conferences within the country
- e. Attending conferences abroad
- f. Invitations to social programmes of various organizations
- g. Representing SPELT at meetings/ discussions with collaborators, sponsors, etc.
- h. Representing SPELT at Government forums

- i. Funded travel for SPELT purposes
- j. Opportunities for participating in or managing projects
- k. Availing wider membership schemes – IATEFL and TESOL

For items *a – e*, SPELT Coordinators will be given consideration on a priority basis. However, since SPELT constantly needs to nurture its next line of leadership, due care will also be exercised that besides the coordinators the managing committee members are also provided opportunities, once all the coordinators have availed of at least one such chance during their two-year tenure.

With respect to items *f – j*, again, the coordinators will be given due priority; however, in certain cases, veteran SPELT members may also need to be given priority, depending on the nature of the programme/ activity.

Item *k* will be offered first to the coordinators, next veteran SPELTers, followed by Managing Committee members.

The General membership will be entitled to any of the above being available to a larger audience.

Coordinators will not be granted more than ONE international travel opportunity during their tenure. Every effort will be made to ensure that all coordinators receive one such opportunity before a second opportunity is given to any of the other coordinators; except under exceptional circumstances.

6. ELECTION PROCEDURE

Preparation for the annual elections will start four months prior to the scheduled election date, which will be the last Saturday of December. **(Are only ELT qualified individuals eligible to become members of the committees/sub comms etc.?)**

6.1 Pre-election Details

- a. Elections are held for seven posts; three coordinators and their committees are elected in one year and four the following year. To enable ease of reference, the odd numbers should be declared vacant for the odd year, for example 3 in 2013 (for which elections will be held in December 2012), and the even number of seats for the even year, for example 4 in 2014 (for which elections will be held in December 2013)

- b. These will be held during the Annual General Body Meeting to be held after the academic session on the last Saturday of December each year
- c. Four months in advance, the Working Committee coordinator, in collaboration with the Conference coordinator, will ensure that the positions up for elections in December are identified and properly advertised in the Conference programme book
- d. An Election Convenor (EC) needs to be identified and approached, first informally and then formally, three (3) months prior to the elections
- e. The Election Convenor needs to be informed about his/ her role and responsibilities, which include:
 - i. Ensuring that the Working Committee Coordinator sends out the election information on or before the scheduled date
 - ii. Scrutinising the voters' list
 - iii. Scrutinising the nomination papers
 - iv. Attending to any objections
 - v. Holding elections on the scheduled date
 - vi. Announcing the result, declaring the names of the elected coordinators and the sub-committee members
 - vii. Administering the oath to the elected coordinators and their sub-committee members
- f. Election information needs to be sent out to all the members by the WC Coordinator, in consultation with the Election Convenor regarding positions for which elections will be held and the timelines for reviewing voters' list, submission of names, withdrawal dates, etc., at least 6 weeks in advance
- g. Final election notice, notifying members about the election date, time, and venue, will have to be sent out at least a fortnight in advance

6.2 Election Day

- a. The WCM coordinator calls the meeting to order
- b. In case of incomplete quorum, the WC coordinator adjourns the meeting for 5 minutes
- c. Meeting is reconvened

- d. Presentation of annual reports by all the coordinators
- e. Proceedings are handed over to the EC
- f. EC announces vacant positions for the year and the nominations received
- g. EC announces names of candidates against each position
- h. Candidates who have no opposing candidates are declared as elected unopposed
- i. Balloting is held for positions that have contenders
- j. EC counts the votes, seeking help from volunteers, if required
- k. Results are announced
- l. EC administers oath of office to the coordinators and sub-committee members

6.3 Post elections

- a. Should a coordinator resign within the first 6 months of being elected to that office, by-elections will be held to fill the post. If the resignation comes later the position will be filled by an acting coordinator who will, subsequently, be eligible to stand for elections for two terms, as normal, as and when the position next falls vacant
- b. Should a committee member resign at any point in time it will be up to the coordinator to decide whether that position needs to be filled or it should be left vacant. Only if the vacated position is filled within the first 8 months of the elected committee will the committee member be deemed as having served the whole two-year term. If the position is filled after this, the new member will be deemed to have served on that committee for only one year. No new member should be taken on as a committee member 8 months prior to that committee's term completion period; in such cases volunteers can be taken on to fill the gap
- c. In case of midterm withdrawal of experts it will be up to the Governing committee, with the approval of at least 5 coordinators, to decide whether the vacated position needs immediate replacement or it can wait until the appointment of the next committee
- d. In case of midterm withdrawal of socially prominent individuals it will be up to the Advisory committee to decide whether the vacated position needs immediate replacement or it can wait until the appointment of the next committee

- e. In both the above cases the position should be left vacant if only one year of the committee’s tenure is left

6.4 By-elections

- a. Position declared vacant, nominations to fill the post invited, and date for holding the bye-elections, announced Election date, is announced to coincide with the Academic session falling within that time frame
- b. WC coordinator conveys above information to all the members through the monthly mail/ special mail (at least 40 days prior to the scheduled date for by-elections)
- c. An Election Convenor (EC) needs to be identified and approached, first informally and then formally, at least four weeks prior to the elections
- d. Election time and schedule to be announced in the academic session information letter of the month in which the election will be held
- e. Unlike the annual elections, there will be no quorum requirement; members present at the time of the election will participate in the proceedings
- f. The Election Convener will conduct the proceedings as delineated in the section ‘Election Day’ above
- g. The Working Committee coordinator must ensure that all the members are informed about the appointment of the new coordinator through the following month’s mail

6.5 SOPs related to elections – Responsibility of the Working Committee

| S.No. | Action | When |
|-------|---|--|
| 1. | Convey date of elections and positions falling vacant effective January of the following year to the conference committee for printing in the programme. book | At least 6 weeks before the conference |
| 2. | Ensure that the same are printed correctly in the programme book | When draft of programme. book is ready |
| 3. | Identify and approach the Election Convener (EC) | At least 3 months prior to |

| | | |
|-----|--|--------------------------------------|
| | | elections |
| 4. | Send a formal letter of appointment to the EC | At least 2 months prior to elections |
| 5. | Ensure that the voters' list, nomination forms, sub-committee forms, intent statement paper, etc. are all ready | At least 2 months prior to elections |
| 6. | In consultation with the Election Convenor decide the timelines for reviewing voters' list, submission of names, withdrawal dates, etc. | At least 7 weeks prior to elections |
| 7. | Send the above election information to all the members | At least 6 weeks prior to elections |
| 8. | Along with other coordinators and senior SPELTers, ensure that at least the basic number of people required for various positions fill the form | As per submission timelines |
| 9. | Check periodically to see that the timelines and other requirements are being met | As per submission timelines |
| 10. | Communicate regularly with the EC to ensure smooth running of the process | As per submission timelines |
| 11. | Send final election notice, notifying members about the election date, time, and venue | At least 2 weeks prior to elections |
| 12. | Confirm presence of EC on election day. Confirm with office staff about availability of oath papers and other documents. Ensure logistic arrangements including bouquet for EC and tea | At least 2 days prior to elections |
| 13. | Be present on the election day, well in time, to ensure that everything is in place | Election day |
| 14. | Conduct the General Body meeting and then hand over to the EC | Election day |
| 15. | Congratulate the new appointees, present bouquet to EC, thank everyone and invite for tea | Election day |
| 16. | Convey the names of coordinators elected and their sub-committee members to all the members and collaborating institutions, through the following month's mail | Within 3 weeks after the elections |

7. SUB-COMMITTEES AND THEIR TORS

7.1 Academic Sub-committee

7.1.1 Introduction

The Academic sub-committee is the main channel through which SPELT remains in touch with all its members throughout the year. It plays this important role by conducting sessions every month and regularly sending out mails to all SPELT members. Not only that, since its academic sessions are offered free of cost to both members and non members they attract a wide variety of participants. Thereby fulfilling its “social responsibility” by providing a ‘free workshop’ to the English teaching community, they serve as a SPELT “window”, by providing opportunities for ‘public-relating’, building the SPELT image, and giving SPELT a chance to attract more members.

Additionally, the academic sessions have become a meeting place for the trainees of the SPELT year-long course, ICELT. They also provide an opportunity to new presenters to conduct two-hour sessions, thereby helping them in polishing their presentation skills. And they serve as a launching pad for new resource persons interested in becoming a part of the professional SPELT team that conducts workshops and training sessions on a remunerated basis

The academic sub-committee also provides the base for mentoring new leadership for SPELT’s working. Asking each subcommittee member to handle negotiations with resource persons, write letters, ensure posting, introduce resource persons, make announcements on behalf of SPELT, keep records, and do follow up tasks, all these mini tasks are aimed at nurturing confidence in the new entrants to the working committee. Those committee members who handle these responsibilities well and show initiative are then encouraged to take up more responsibility so that they get ready for SPELT leadership roles in the future.

7.1.2 Roles and Responsibilities

- a. Identify good presenters to conduct academic sessions and follow up with them
- b. Prepare the annual calendar for the academic sessions.
- c. Develop a user friendly session evaluation tool
- d. Ensure that academic sessions are held regularly on the last Saturday of every month
- e. Obtain consent of other SPELT coordinators, minimum four, for any change in the day, date, or venue. Communicate the same to the entire Working Committee

- f. Clearly highlight, in the letter being sent to all the members, if a session is to be held at any other time, date, or venue, so that the same is not missed by anyone
- g. Liaise with other coordinators for any announcements to be mailed to the general membership, for example, workshops, training opportunities conferences, elections etc
- h. Actively work for SPELT membership enrolment/promotion of other SPELT activities because this is the non-income generating body of SPELT. It is also the committee which is in contact with members every month
- i. Hold the academic sessions during the morning hours during Ramadhan
- j. Each session to be of two hours – including 7-10 minutes for announcements
- k. Appoint one member as a coordinating member for a 2-3 month period. It is mandatory for this member/ nominee to be present at least 10 minutes before the start of the session to ensure that everything is in place for the smooth delivery of the session This member, in consultation with the AC coordinator will be responsible for:
 - i. Negotiating with the identified resource persons, and obtaining the title and abstract of the session to be conducted, and a brief bio data of the resource person
 - ii. Writing letters to be sent to the members, informing them about the upcoming session
 - iii. Ensuring posting of these letters by the office staff
 - iv. Getting academic session information uploaded on the SPELT website
 - v. Booking the venue for the sessions
 - vi. Making announcements on behalf of SPELT, which would include: encouraging all non members to take SPELT membership, highlighting the advantages to be gained by becoming SPELT members; welcoming new members; announcing up-coming events; reminding participants about annual/long and short term courses, and briefly mentioning the highlights of the previous session
 - vii. Introducing and thanking the resource persons
 - viii. Obtaining and keeping the handouts and maintaining the attendance register
 - ix. Having each session evaluated by the participants
 - x. Sending a thank you note to the presenters, briefly informing them how their session was rated by the participants

- xi. Preparing brief reports on the sessions conducted, based on a format to be developed by the academic committee. This could include basic information, like name of presenter, title of presentation, brief note on session content, number of participants, overall session rating, any other comment
- xii. Submitting this report for record purposes and uploading on the SPELT website
- xiii. Standing-in for an absent resource person, in case of last minute withdrawal by the resource person
- I. Ask the SPELT office staff to ensure that
 - i. at least one of them is present at least 15 minutes before the start of the session for providing logistic support
 - ii. they have information brochures, and forms and flyers for membership and forthcoming events ready
 - iii. they provide the names of new members to the coordinating AC member/ nominee, at the beginning of the session
 - iv. Assist in issuing participation certificates to members who pay for it

7.1.3 Duties of the Academic Committee Coordinator

- a. Be prepared to conduct a session when finding replacement for a resource person, who sends in regrets at a short notice, becomes difficult, and to stand-in for an absent resource person
- b. Coordinate the first two academic sessions; subsequently, invite other members of the sub-committee to do the same
- c. Initially contact and then guide the nominated sub-committee members to contact the resource persons, explain the format of the session and, present a letter of appreciation to the presenter.
- d. Ensure that the notices of the academic sessions are sent out at least 15 days before the event
- e. Ensure that handouts and other materials, and the attendance register are in order
- f. Be overall responsible for the coordination of regular monthly academic sessions
- g. Call and steer the sub-committee meetings, have the minutes recorded, and send a soft copy of the same to the working committee coordinator and the SPELT Head Office
- h. Play a proactive role in promoting SPELT membership and also keep track of renewals and institutional members
- i. Where possible, mentor new presenters for the development of the human resource base, and identify new resource persons for the SPELT professional pool

- j. Send a special flyer of Academic Session for display in the staff room of institutions
- k. Prepare an annual report on all the academic sessions conducted during the year, stating the level of attendance, the number of new resource persons identified, etc. Present the report at the annual General Body meeting and submit the same for printing.
- l. Coordinators are expected to be members on their respective subcommittees on the completion of their term to mentor the incoming coordinator

7.1.4 Standard Operating Procedures (SOPs)

| S.No. | Action | When |
|-------|---|-------------------------------------|
| 1. | Prepare the yearly calendar for academic sessions | By the first week of January |
| 2. | Nominate members responsible for the overall coordination and management of each monthly academic session | By the first week of January |
| 3. | Identify, contact, and finalize presenters for the academic sessions | At least 6 weeks before the session |
| 4. | Draft letters for sending out academic session information to members | At least 3 weeks before the session |
| 5. | Post the letters | At least 2 weeks before the session |
| 6. | Upload academic session information on the website | At least 2 weeks before the session |
| 7. | Book the venue | At least 3 weeks before the session |
| 8. | Have the evaluation forms ready | At least 1 week before the session |
| 9. | Ensure that the session is conducted as per the procedures defined earlier | On the session day |
| 10. | Keep a set of handouts for the SPELT record | On the session day |
| 11. | Maintain the attendance record | On the session day |
| 12. | Get the session evaluated | On the session day |
| 13. | Prepare a brief report as per the format and submit this to the office for record purposes and for uploading on the SPELT website | Within a week after the session |
| 14. | Upload report on SPELT website | Within a week after the session |
| 15. | Send a thank you letter, along with a summary of evaluation, to the resource | Within a week after the session |

| | | |
|----|--|-----------------------------------|
| | person | |
| 16 | Nominate one member of the committee to liaise with the office regarding the academic session information to be uploaded as soon as the letter is composed for posting by mail | Within 10 days before the session |
| 17 | Liaise with chapters and units about their academic session updates | Quarterly |

Conditions for issuance of certificate for Academic sessions

Members of SPELT attending Academic sessions may request a certificate of attendance on payment of Rs. 100/- This applies to both, individual members and teachers from institutional member institutions.

Non-members can become members on the spot and avail the opportunity

Certificates will be printed on SPELT letter head or on a thicker, heavier paper than the letter head but will be decidedly different from the certificates issued for workshops and courses.

Certificates of Academic session will bear the signature of the Academic Coordinator

7.2 Conference Sub-committee

7.2.1 Introduction

This sub-committee evolved as SPELT was about to complete one year of its existence and wanted to reach a wider group of teachers; the conference seemed one way of involving more teachers. The aim of the conference is to create awareness among teachers about the issues in ELT and to expose participants to the new trends in ELT methodology. Another aim is to give wider publicity to SPELT and to gather like-minded people to work for it.

The conference is a grand event and is SPELT's 'showcase'. It is an event to which ELT professionals in Pakistan look forward to as it attracts people from across the spectrum; including teachers, teacher trainers, researchers, educationists, publishers and many others, both from within and outside Pakistan. Amongst other things, the conference provides an opportunity to participants to

- a. attend sessions on a variety of topics
- b. learn new things and to validate their own ideas and practices
- c. understand problems and issues confronting other colleagues and the manner in which they resolve them
- d. share ideas and experiences with a variety of ELT practitioners
- e. survey a variety of ELT books and other material available in the market
- f. present at an international conference; it is a big platform for professional development, both for novice and experienced presenters
- g. meet friends and colleagues working in different institutions and at varying levels

The conference is also an occasion where the entire SPELT team pools all its efforts to make this a successful event. All the sub-committee members, veteran SPELTers, and other well-wishers contribute in every possible manner towards the success of the conference. The resultant teamwork is of multifaceted value to both SPELT and SPELTers:

- a. It ensures that quality is maintained to the level that it is possible, considering that all contributions, time, effort, and money, are voluntary
- b. It provides an opportunity to SPELTers and others to work as a team towards the achievement of one goal: a good conference that contributes towards the professional development of ELT practitioners in Pakistan
- c. Organizing a conference of this stature allows for the development of various organizational and management skills amongst the team members

- d. More than anything else, it gels the whole SPELT team, making it one family

The conference has come a long way since the first two -day conference was held in 1985 which had only 200 participants., three parallel sessions and in all 7 presentations. Some of the key milestones are as follows:

- a. Growth from a two--day to a two and a half day conference
- b. From three parallel sessions to 14 parallel sessions and over 70 presentations
- c. Introduction of the concept of Chain Conferences
- d. Organizing it as a “travelling conference” – an innovative step to include Chapters
- e. Initiating Pre and Post Conference Institutes
- f. Parallel plenary sessions
- g. Including an Urdu strand
- h. Introduction of webinars
- i. Introduction of book launches
- j. Approximately 1000 participants in Karachi and about 1500 in Lahore and Islamabad combined

7.2.2 Roles and Responsibilities

- a. Prepare/ review conference participation/ presentation policy
- b. Prepare/ review abstract review policy
- c. Select the theme of the annual conference, finalize the dates, and identify possible venues, in consultation with the Managing (Working) Committee and the Chapters
- d. Conduct meetings with partners/ sponsors, seeking collaboration and agreeing on terms and conditions
- e. Finalize conference material to be sent out and ensure despatch of same to SPELT chapters
- f. Negotiate/finalize with overseas presenters for conducting of pre and post conference institutes
- g. Finalize travel schedule of visiting speakers

- h. Form and steer committees for various conference related tasks
- i. Hold meetings with these committees to delegate tasks in a structured manner
- j. Follow up and maintain a record of abstracts received; ensure that they are acknowledged and reviewed; inform presenters well in time about the acceptance/ refusal of their abstracts and the next steps
- k. Send out conference registration details
- l. Decide the chief guest/chairpersons in consultation with the Managing (Working) Committee and seek their consent (where applicable)
- m. Finalize the proceedings for the duration of the conference;
- n. Compile the programme book; ensure its timely printing
- o. Finalize the details of the opening and closing ceremonies
- p. Promote SPELT membership and volunteering on SPELT sub-committees
- q. In collaboration with the Finance Committee, maintain proper accounts of income and expenditure of the conference
- r. Ensure that all committed amounts are received and dues cleared, latest by December 10 of that year
- s. Send thank you letters to all presenters, sponsors, collaborators, etc., within one month of the conference
- t. All major decisions related to the conference (eg sponsors, program book, advertisements, promotional items etc) should be finalized in consultation with at least 4 coordinators

7.2.3 Duties of the Conference Committee Coordinator

- a. Finalize date, theme and venue of the annual conference in consultation with other members of the **working/management** committee
- b. Contact key potential presenters
- c. Form and steer committees (if required) for conference related work
- d. Finalize the chief guest/chairpersons in consultation with the Managing (Working) Committee (where applicable)
- e. Finalize the keynote and plenary speakers and topic for the panel discussion on the closing day

- f. Finalize selection of all service providers (caterers, sound system providers, etc.)
- g. Along with its sub-committee, devise mechanisms for attracting more participants.
- h. Arrange for government nominations
- i. Explore sponsors for teachers from less resourced schools /institutions-
- j. Coordinate all conference arrangements and subsequently compile a report of the proceedings
- k. Prepare an annual report on conference, stating the number of sessions, participants, local and foreign presenters, feedback summary, etc. Present the report at the annual General Body meeting and submit the same for printing
- l. Coordinators are expected to be members on their respective subcommittees on the completion of their term to mentor the incoming coordinator

7.2.4 Standard Operating Procedures (SOPs)

A. Pre Conference Related SOPs

| S.No. | Action | When |
|-------|--|------------------|
| | Finalize <ul style="list-style-type: none"> i. theme ii. venue iii. dates iv. fees v. rates for stalls and other publicity ventures | by mid- February |
| | Liaise with chapters/ units | |
| | Prepare concept note | |
| | Conference material <ul style="list-style-type: none"> i. Contact material designers ii. Get designs developed iii. Get designs approved | |

| | | |
|--|--|--|
| | <ul style="list-style-type: none"> iv. Deliver approved design to OUP v. Printing | |
| | <p>Initial meetings</p> <ul style="list-style-type: none"> i. Venue ii. OUP iii. Other key sponsors | |
| | <p>Keynote speaker, Plenary speaker, Chief guest</p> <ul style="list-style-type: none"> i. Discuss and identify ii. Contact verbally and then in writing iii. Confirm | |
| | <p>Call for papers</p> <ul style="list-style-type: none"> i. First call for papers ii. Team to handle abstracts iii. Subsequent calls for paper iv. Identify team for reviewing abstracts v. Circulate rules for abstract review vi. Acknowledge abstracts received vii. Review/edit abstracts viii. Letters for additional information/changes to potential presenters after abstract reviews ix. Letters of acceptance to presenters of selected abstracts (with request for immediate registration) x. Registration reminders to presenters (if not received) xi. Confirm equipment required by presenters | |
| | Update website | |
| | Identify and contact sponsors | |
| | Identify vendors for food court, negotiate terms and | |

| | | |
|--|---|--|
| | conditions | |
| | Send letters to publishers and other sponsors | |
| | Send letters of information + registration forms to members/ institutional members | |
| | Hire a person for conference computer work for 2 months | |
| | Develop backdrops, panaflexes, banners etc | |
| | Promote conference in academic sessions | |
| | Programme book <ol style="list-style-type: none"> i. Develop ii. Edit iii. Print | |
| | Develop and finalize guest list | |
| | Finalize media policy and responsibility | |
| | Travel plans for the travelling conference | |
| | Home hospitality for outstation presenters <ol style="list-style-type: none"> i. Travel itinerary ii. Host identification iii. Receiving at airport iv. Police reporting/ visa requirements, if any | |
| | Finalize task teams | |
| | Prepare list of relevant/responsible people with contact numbers | |
| | Arrangement and orientation of volunteers | |
| | Identify and select <ol style="list-style-type: none"> i. Caterers ii. Decorators iii. Photographer/video recorder iv. Tech person | |

| | | |
|--|---|--|
| | v. Sound system provider | |
| | Certificate <ul style="list-style-type: none"> i. printing ii. signing iii. preparation | |
| | Name tags <ul style="list-style-type: none"> i. printing ii. packing iii. mark of identification of presenters and Working Committee members iv. Special badges for volunteers for their identification eg. use of highlighted coloured paper v. Supervisory team of volunteers to provide lunch to volunteers vi. Prepare a final list of all WC members and presenters who have paid up (Overseas presenters can pay up on arrival) | |
| | Regular visits to conference sites, and meetings with venue administrators | |
| | Registration, receipts, site map | |
| | Selection of Qari/ Master of Ceremonies/informers for changes | |
| | Preparation of SPELT PowerPoint presentation | |
| | Filling the bags | |
| | Distribution of bags <ul style="list-style-type: none"> i. Pre-conference ii. On-site iii. Delegates and presenters | |
| | iv. Copies of key speeches for the press | |
| | v. Coordinate invitations to sponsored dinners/ reception | |

Task teams

- a. Introduction/ inauguration
- b. Team to oversee and coordinate volunteers and supervise lunch for volunteers
- c. Team for presenters lounge
- d. Team to oversee tea and lunch/ food court/lunch for presenters lounge
- e. Team for spelt desk
- f. Team for onsite registration
- g. Team for identifying WC members and presenters who have paid for conference registration
- h. Team for certificate distribution
- i. Team for evaluation/feedback collection
- j. Team for updating timetable and presentations on site
- k. Team for making and distribution of plaques
- l. Team for issuing invitations to off- conference events
- m. Strong team for raffle and closing ceremony
- n. Team to list material to be transported to conference venue
- o. Public Relations officers/trouble-shooters
- p. Stand by presenters

Programme book

- a. Extra pages for SPELT promotional material
- b. Workshops conducted for the current year
- c. Advertisements
- d. Election schedule
- e. Academic sessions of all chapters
- f. Conference Highlights

- g. Foreword
- h. Inaugural programme
- i. Floor map
- j. Time table
- k. Urdu strand
- l. Abstracts (Urdu and English)

B. While-Conference Related SOPs

| S.No. | Action | When |
|-------|--|------|
| | DAY 1 | |
| | Set the stage 3 hrs prior to conference | |
| | Ensure reserved seats are not occupied | |
| | Reception team | |
| | Ensure presence of Qari and MC | |
| | Awards/bouquets/plaques in place and available | |
| | SPELT intro powerpoint (while audience settling down) | |
| | Special announcements | |
| | On-site registration to delegates | |
| | Intro of Key note speaker | |
| | Distribute copies of key speeches to the press | |
| | Supervise hi-tea lay out/ food court/lunch for presenters lounge | |
| | Announcements of any changes | |
| | Home hospitality (all three days) | |
| | | |
| | DAY 2 & 3 SESSIONS | |

| | | |
|--|---|--|
| | Presenters' conference material | |
| | Intro of plenary speakers | |
| | Supervise lunch distribution | |
| | Ensure display of changes outside the rooms | |
| | Assign volunteers to oversee availability and safety of resources | |
| | Collection of evaluation forms and conference badges | |
| | Coordinate boat trip/ outing, if any | |
| | | |
| | DAY 3 CLOSING | |
| | Coordination of raffle draw | |
| | Plaque distributions, if any | |
| | Bouquet presentations | |
| | Coordination of closing entertainment event | |
| | Certificate distribution | |
| | | |

Announcements

- a. Switching off mobiles
- b. How to follow programme book
- c. Floor plan
- d. Conference etiquette

Note:

- a. On-site registration larger team
- b. Alphabetical order at the top of tent
- c. Collection of conference material – onsite, alphabetically by first name, due to cultural appropriacy

- d. Lost/forgotten receipts counter – manned by senior person
- e. System for duplicate collection to be worked out, eg cross checking

C. Post-Conference Related SOPs

| S.No. | Action | When |
|-------|---|------|
| | Thank you letters to <ul style="list-style-type: none"> i. Sponsors ii. Presenters iii. Collaborators iv. Institutional members v. Stand by presenters | |
| | November academic mailing to thank all visitors | |
| | Tabulation of evaluation forms | |
| | Certificate distribution | |
| | Financial settlements | |
| | Reflection meeting of working committee | |
| | Bonus amount to office staff | |

Conference Budget

Payables

- a. Catering
- b. Decorators
- c. Sound system/ technical support
- d. Back drop/ Banners

- e. Host venue
- f. Publicity material
- g. Electricity charges
- h. Equipment
- i. Photography and video recording
- j. Stationery
- k. Photocopying
- l. Awards/plaques/bouquets
- m. Printing costs
- n. Conveyance/transport of things
- o. Tea etc in presenters lounge
- p. Expenses incurred by conference coordinator/committee (phone, food, fuel)
- q. SPELT food and tea/ snacks for 3 weeks prior to the conference (economical)
- r. Salary for hiring a person for conference computer work for 2 months
- s. Home hospitality expenses
- t. Tips and Bonuses

Receivables

- a. Stalls
- b. Registration
- c. Donations in kind
- d. Bulk membership fees
- e. Advertisements
- f. Sponsors
- g. Promotional/curated sessions

7.3 Finance Subcommittee

7.3.1 Introduction

This is the second subcommittee that came into existence, in January 1985, when it was established that there were teachers who were interested in becoming a part of an organization that would promote their professional development and would provide them an opportunity to establish ELT as a field of enquiry in Pakistan. The most important task of the Finance sub-committee was to keep a record of membership, the money paid for membership (Rs. 100 per year at that time), and pay any expenses incurred on behalf of SPELT for its various programmes and activities.

The first audit was done in March 1986, by Muddassar Zuberi and Co. Since then the accounts have been audited every year. Having no experience in keeping accounts, this was a very difficult task, and the first paid employee was Mr. Kaleem-ur-Rehman (1985) who was made responsible for guiding the Finance Coordinator in maintaining accounts, and he was also responsible for advising SPELT on investments and also for getting the accounts audited each year. However, by 1998 the SPELT's finances had grown to the extent where it was necessary to get them audited by a chartered accountant. At present Muddassar Zuberi & Co is SPELT's financial advisor, and Messrs Khan H.R & Co are SPELT's Chartered accountants.

For the first thirteen years, SPELT did not have an office; the founding member, Zakia Sarwar's house served as the office. In the SPELT registered Charter the address of the house is given as 'Office premises'. After the establishment of the SPELT House in 1997, the former office is now referred to as the SPELT "field office" where official meetings after office hours and emergencies are still held. Hence, there was no full-time office staff, per se, except for one part time typist, Yameen, who was hired to help type and cyclostyle the SPELT Newsletter and other materials. Now that there is an office, staff, and the type and amount of expenses has increased, the finance committee needs to work out modes of payment which can help in the smooth running of the office, but would also ensure that there is no wastage, and that correct procedures for payment of bills/expenditure are followed.

The committee also needs to examine the financial health of SPELT, and recommend the kind of salary structure/increments SPELT can afford. It also needs to look at the fee that SPELT charges for its courses, and assess the cost-effectiveness of income and expenditure incurred in the courses. Additionally, it needs to explore the avenues open for investments so as to ensure a regular source of income for SPELT, to enable it to stay an independent body whose goals are primarily academic.

7.3.2 Roles and Responsibilities

- a. Get the accounts audited at the end of every year. The closing date for SPELT accounts is 31st December and the auditing must be done before the January Academic Session and presented in the General Body Meeting to be held each January.
(There is contradiction here; the General body is held in December. Moreover, since budgeting is tied in with planning, it is strongly suggested that the financial year should be changed to 01 July-30 June finance closing year. This will help the 'carry over' process and help in budgeting. Planning and budgeting exercises should begin in June. All sub-committees should present their plans in September and all plans should be implemented January onwards – that goes with the election year, Jan to Dec. This will give some degree of continuity. It will help the new committee/coordinator to function smoothly and with a plan that is given to them; however, they can make rationalized changes. Moreover, the new committee will have time to settle down before starting the planning process. Also there will be sufficient time to get the accounts audited and to be presented at the general body meeting in December)
- b. Keep an updated record of membership by updating it every quarter
- c. Send out membership renewal reminders for three consecutive months.
- d. Prepare and update a calendar every quarter indicating the names of members who need to be informed about membership renewal in the coming six months. This should be maintained in the SPELT office for the office staff to follow up
- e. The task of sending reminders could be done by the office staff but one member of the sub-committee will have to be assigned the task of regular follow up.
- f. Report the membership status at the June and December meetings to help keep the membership drive vibrant and as a continual activity

- g. Maintain an annual membership list in collaboration with the Academic Committee. Keep a copy of list of all members in a year, indicating their period of membership
- h. Follow up with all concerned regarding settling all outstanding bills within a month of closing of the financial year
- i. Maintain and quarterly update record of income and expenditure.
- j. Ensure that all procurements and purchases are based on the set procedure:
 - i. Need identified and permission to purchase obtained from the concerned quarters
 - ii. Market is explored to ensure that purchase/ procurement is at a competitive price and get at least 3 quotations of all purchases above Rs. 5000/- (Rupees Five thousand)
 - iii. Ensure that standards of quality are kept in view while purchasing/ procuring services
 - iv. Negotiate, follow up, and supervise items purchased for office use
 - v. All purchases/ procurements are made in a transparent manner
 - vi. Ex-officio member on Conference Committee
- k. Discuss and recommend salary increments/ bonuses for employees
- l. Prepare TORs and salary packages for any new recruitments
- m. Prepare a budget for the coming year at least one month before the beginning of the new financial year
- n. Coordinate with other sub-committees with respect to their financial dealings
- o. Encourage al sub-committees to submit a budget forecast

7.3.3 Duties of the Finance Coordinator

- a. Ensure that the accounts are audited at the end of every year. The auditing must be completed latest within three months of closing of the financial year. It must be ready in time for presentation in the General Body meeting and for incorporation in the annual report
- b. Follow up with the chapters to ensure that the accounts are audited on a regular basis

- c. Every 3-4 years, organize a training programme for Financing and Budgeting to continuously upgrade the skills of new coordinators – all sub-committee members should be required to attend
- d. Ensure that all pending accounts are cleared within a month of closing of the financial year
- e. Ensure that the membership database and calendar of reminders to members for the payment of dues are regularly followed up and updated
- f. Report membership status at the General Body meeting
- g. Take the lead in legal affairs related to normal day to day functioning of SPELT
- h. Pay all bills after checking them
- i. Get the budget for major item heads approved by the executive/governing/ at least 4 coordinators committee
- j. Work very closely with the Conference Committee as the conference is a high budget activity of SPELT.
- k. Work with the Workshop Committee to identify and run financially viable programmes and to determine the course charges for all short courses offered by SPELT
- l. Prepare an annual financial report on income and expenditure, areas where savings could have been made, programmes/ projects yielding extra income, etc. Present the report at the annual General Body meeting and submit the same for printing
- m. Coordinators are expected to be members on their respective subcommittees on the completion of their term to mentor the incoming coordinator

7.3.4 Standard Operating Procedures (SOPs)

| S.No. | Action | When |
|-------|---|------|
| | Audit <ul style="list-style-type: none"> i. Get accounts ready for auditing ii. Contact auditors iii. Get accounts audited | |

| | | |
|--|--|---|
| | Follow up chapters for audited reports | |
| | Check utility bills/ salary vouchers for payment | |
| | Sign cheques, after verification | |
| | Follow up all concerned regarding settling of all outstanding bills | |
| | Update membership record, adding new members and deleting those who have not paid up | Every quarter, i.e. mar, june, sep, dec |
| | Send reminders for membership renewal | |
| | Prepare annual membership list | |
| | Prepare annual financial report | |
| | Prepare annual budget | |
| | Get budget approved | |
| | Sign salary cheques of employees | |
| | Prepare justification for salary increments/ bonuses for employees | |
| | Recommend salary increments/ bonuses for employees | |
| | In collaboration with the Workshop Coordinator determine the course charges for all short courses offered by SPELT | |

7.4 Journal Sub-committee

7.4.1 Introduction

The first newsletter was taken out on the occasion of the first SPELT conference, in September 1986. It was in the form of 6 pages of cyclostyled sheets that reported how the SPELT conference preparations took place. It shared the aims and the procedures followed by the three subcommittees who looked at the evaluation of courses at the primary, secondary and tertiary levels.

The initial aim of the newsletter was to share with members what SPELT was doing, and to attract more members by promising to publish reports of the monthly academic sessions for those who could not come to the sessions. The publication of the report of the academic session was also seen as an incentive for the presenters.

The newsletter was initially a bi-monthly publication. In 1987 it was changed to a quarterly. Until 1988, only the annual issue of the Newsletter was printed; however, from 1989, it has been published as a quarterly. The “Newsletter” is a registered publication with the Sindh Information Department. However, as the name has been changed to SPELT “Quarterly” journal, a new registration is legally required although the journal has an internationally used ISBN.

There was a strong demand in the 1990s to change the name from “Newsletter” to “Journal”, so that it could be cited as a “publication” for promotions/salary raise etc. This dream became a reality in 1999 and the SPELT Journal was launched. In 2011 an Editorial Board consisting of eminent ELT professionals was formed. Lead articles of the journal are now reviewed by members of the Board. (Need some more details here, eg. Editorial board, refereed, etc.). Here onwards, a need was felt for two things: to get an ISBN number and to get the SPELT Journal recognised by the Higher Education Commission (HEC) of Pakistan. The former target was achieved in 2012 (?) and the latter is yet to be realized (any progress on this?).

The Journal is SPELT’s ambassador within the country and around the world. In addition to providing information about global trends in ELT it also provides the teachers with practical classroom tips. Moreover, like all other SPELT core programmes, it provides ELT practitioners and researchers a space for publishing their work. Hence, SPELTers look upon it as a publication that can help their career enhancement. The journal finances itself through advertisements and thereby also generates some income for meeting other SPELT expenses. According to the SPELT Charter the membership fee includes the cost of the journal.

7.4.2 Roles and Responsibilities

- a. Invite/collect articles on ELT from teachers/ELT experts

- b. Obtain sponsorships
- c. Get the lead articles refereed
- d. Determine the design and the layout of the Journal
- e. Get each issue typed, proof-read, and printed
- f. Post it to members and contributors
- g. Send two copies to the Information Department, Sindh Government.
- h. Be responsible for the accounts related to the Journal
- i. Take charge of any other SPELT publications

7.4.3 Duties of the Journal Coordinator

- a. Ensure timely publication of the journal
- b. Actively pursue potential contributors
- c. Collaborate with other international journals to bring quality materials to SPELT Quarterly by inviting contributions
- d. Send acknowledgements to contributors and two copies of the journal once it is published
- e. Write the editorial
- f. Compile the annual report for presentation at the General Body meeting and for publication
- g. Prepare an annual report on all the meetings conducted during the year, stating the level of attendance, the number of extraordinary meetings, the office work done during the year, etc. Present the report at the annual General Body meeting and submit the same for printing
- h. Supervise sending specified number of copies to Chapters after sending invoice and receiving payment
- i. Supervise sending Journals to units after publication
- j. Make an effort to get contributions of articles from Chapters/Units
- k. Send a request before the Conference and follow up the Keynote and plenary speakers to send in their papers for publication in the SPELT journal.
- l. During the conference, attend sessions to identify presenters for shorter articles and follow them up.

- m. Coordinators are expected to be members on their respective subcommittees on the completion of their term to mentor the incoming coordinator

7.4.4 Standard Operating Procedures (SOPs)

| S.No. | Action | When |
|-------|---|------|
| | Contact potential contributors | |
| | Contact potential promoters for advertisements | |
| | Collect the required number of articles and other material | |
| | Send letters of acknowledgement via e-mail | |
| | Identify a pool of editors | |
| | Get the articles typed | |
| | Get the articles proof read | |
| | Get the lead articles refereed | |
| | Prepare the advertisements and other material that has to be printed | |
| | Finalize design and layout | |
| | Have the editorial ready | |
| | Send the material to the publishers | |
| | Ensure disbursement of Journal to all members, individual and institutional, and two copies each to the contributors and sponsors as well as copies to Chapters and Units | |

7.5 Workshop Subcommittee

7.5.1 Introduction

The workshop Committee evolved as teachers during the first conference indicated that they were looking for options for updating their expertise and for learning about international trends in ELT.

Besides the 2- hour academic sessions, they expressed the need for longer courses, and more substantial training. The first 3-day workshop was organized in January 1986, and the first Practical Teacher Training Course (PTTC) was held in June 1986. Initially, it was called the Master Trainers Course, and it was conducted in 3 tiers, but the name was changed to PTTC and it was converted into a two tier programme as the teachers were finding it difficult to get time off during term time.

SPELT endeavoured to get government recognition for its course but without success. Then the British Council suggested that SPELT should seek validation from the University of Cambridge. The course outline was submitted to seek approval. The course was approved in 1988 for the Certificate for Overseas Teachers of English (COTE) programme of the Cambridge University and the first batch graduated in 1989. But the fee structure being higher for COTE it was felt that those teachers who could not afford the fee

should also get a chance to benefit from the one year training programme, which SPELT had already begun. Hence, it was decided to retain the PTTC and to run the COTE programme additionally, as an internationally recognized course. Thus it was a two pronged programme. The COTE programme was converted into ICELT (In-service Certificate in English Language Teaching) in 2004 (?). However, with time, the demand for PTTC began to dwindle, with more and more teachers opting for ICELT. As a result, a decision was taken in 2006 (?) to discontinue the PTTC. A shorter version of the same is, however, an option that SPELT might explore.

In 1992, SPELT launched the quarterly short-term courses, initially of 9 hours duration. These were initiated to cater to the needs of those who could not afford to do longer courses, both financially and due to time constraints. Over the years, these have become a regular feature of SPELT and their duration ranges from 3 to 30 hours.

7.5.2 Roles and Responsibilities

- a. Assist in identifying resource persons for SPELT long and short term projects, keeping the following guidelines in view:
 - i. A new person, who has not presented in an Academic session, is normally not given an opportunity to present at a paid workshop
 - ii. An exception is made for an established ELT person or a visiting scholar, who could be invited by the Workshop Coordinator, in consultation with the other Coordinators as well as the workshop committee.
 - iii. Any person interested in conducting a paid workshop will have to provide his/ her CV, abstract, and tentative availability dates to the Workshop Coordinator and committee for consideration
 - iv. The Workshop coordinator will seek the approval of the Working Committee before finalising the entire programme, including the fee structure, dates, etc.
 - v. Feedback of participants on first time presenters at the Academic Session is taken into consideration before inviting the person to present at a paid workshop
 - vi. In case of seasoned presenters, who have presented successful workshops earlier, the Workshop Coordinator can accept the proposal with or without consultation with the Workshop Committee
- b. Explore the possibilities of making a pool of resource-persons to work on SPELT's long term and short term projects

- c. Maintain a proper record of attendance of participants for each workshop
- d. Attend to the day to day needs of the participants and resource persons
- e. Prepare and deliver/ despatch certificates of attendance/ participation
- f. Evaluate the usefulness of the courses being run, in the light of the feedback given
- g. Examine the course fee structures in coordination with the finance committee
- h. Examine and streamline the payment structure of the resource persons
- i. Maintain an electronic file of correspondence/ handouts (if provided electronically)
- j. Evaluate each event for assessing quality of programmes
- k. Provide a summary of the feedback to the resource persons
- l. Hold pre/ post conference institutes
- m. Explore emerging trends, fields of study and ensure that at least 1 or 2 workshops on emerging trends and topics are held every year

7.5.3 Duties of the Workshop Committee Coordinator

- a. Select and chalk out programme/ time table of workshops, ideally, a minimum of 4 workshops and 2 short-term courses per year
- b. Invite participants and arrange for government nominations.
- c. Monitor course contents
- d. Invite/ coordinate with resource persons
- e. Clearly convey the payment rates and modalities to the resource persons
- f. Duly acknowledge resource person contributing voluntary time, through special mention in the letter of thanks
- g. Coordinate the observation of sessions
- h. Coordinate with the office for smooth conduction of workshop

- i. Prepare an annual report on all the courses conducted during the year, stating the number of courses, their duration, the number of participants, summary of feedback, etc. Present the report at the annual General Body meeting and submit the same for printing
- j. Coordinate with ICELT Tutors and help in enrolment for the course as well as assist in the program whenever requested (ICELT being a paid programme any tasks performed by anyone should be remunerated. Please refer to section on trainings and workshops section D)
- k. Coordinators are expected to be members on their respective subcommittees on the completion of their term to mentor the incoming coordinator

7.5.4 Standard Operating Procedures (SOPs)

| S.No. | Action | When |
|-------|--|--------------------------------|
| | Identify short courses/ workshops to be conducted each quarter | |
| | Coordinate with conference coordinator for pre/ post conference institutes | |
| | Identify resource persons | |
| | Contact resource persons | |
| | Finalise fee structure | |
| | Develop promotional flyers | |
| | Advertise programme to all members through mail and electronically | |
| | Ensure circulation of course information to all people on the SPELT database | |
| | Confirm course details and dates with the resource person(s) | |
| | Arrange for tea/ refreshments | |
| | Nominate a sub-committee member to observe the session and attend to any emerging issues | |
| | Remind the resource person through telephone/ sms and obtain confirmation | two days prior to the workshop |
| | Check with resource person about making handout copies | |

| | | |
|--|--|--|
| | Ensure readiness of workshop material/ handouts | |
| | Prepare certificates and feedback forms | |
| | Ensure filling of feedback forms and distribution of certificates | |
| | Compile the feedback received, summarise it for record purposes and for sending to the resource person, and identify action points | |
| | Compile a separate list of identified action points for future reference – keep adding and deleting to this list | |
| | Send thank you note and summary of participants' feedback to the resource persons | |
| | Ensure timely payment to resource persons, as per agreed terms, and clearance of other bills | |
| | Maintain a pool of resource-persons who can be considered for SPELT's long term and short term projects | |

Criteria for Resource Person Honorarium for workshops only.

| | | A Rs 2000/- Professional | B Rs 3000/- Experimced | C Rs 4000/- Stalwarts | |
|-------------------------|--|-----------------------------|---------------------------|--------------------------|---|
| Education Qualification | | Min Bachelors | Min Masters | Min Masters | Degrees and ELT certificate/diploma courses and other related special courses |
| Years of teaching (min) | | 7 years | 12 years | 17 | Experience\ Teaching English teaching Conducting workshops |
| Levels of teaching | | 1 level | 2 levels | 3 levels | <ul style="list-style-type: none"> • Pre- primary • Primary |

| | | | | | |
|--------------------------------|--|---|------------------------------------|------------------------------------|---|
| | | | | | <ul style="list-style-type: none"> • Secondary • Higher Sec • Tertiary • Specialized courses |
| Range and nature of experience | | Classroom teaching + experience in one other area | Classroom teaching + 3 other areas | Classroom teaching + 5 other areas | <p>Teaching in:</p> <ul style="list-style-type: none"> • Regular educational set up • Specialized institutions • Tb writing • Materials development • Teacher training • Special EL courses • Other English language teaching and training related tasks for example assessment/curriculum development/coordinating/heading a department/ • Developing & designing courses • Book reviewers for textbooks and other training materials etc • Trainer on other recognized Certificate/Diploma/ Degree ELT courses/ • Visiting faculty for English language and Communication skills related teaching and trainings • Approved tutor/trainer/of national/ international courses |

| | | | | | |
|--|--|--|--|--|--|
| | | | | | <ul style="list-style-type: none"> • Completion of TOT trainings |
| Variety of clientele | | | | | <ul style="list-style-type: none"> • Students • Teachers • Professionals • Academicians • Corporate sector • etc |
| Preferences | | | | | |
| publications | | | | | Short articles in professional magazines/journals; articles in edited books, text books, course books any other academic publications |
| National/International contribution | | | | | Conducting sessions Making presentations Being a panelist, session/webinar moderator etc. |
| The criteria described above has been developed keeping presenters from the Pakistani context in mind. | | | | | |

7.6 Working Committee Subcommittee

7.6.1 Introduction

This sub-committee is SPELT's secretary cum administrator cum organizer, rolled in one. Its main task is to ensure the organizing and conducting of joint meetings of all SPELT sub-committees. These meetings are very important as SPELT believes in involving its sub-committee members, as far as possible, in evolving and charting SPELT directions, resolving issues, and in determining the course of action.

In the beginning, the Working committee meetings were held half an hour before the academic sessions, and all those present were invited to attend. As the work expanded, and SPELT began planning for the conference, more time was needed, and in the first year of its existence, the time was extended to one hour. The main aim of this committee was to keep the records of decisions taken and to organize monthly meetings, and deal with any other administrative matters; such as holding elections, etc.

However, by the time SPELT entered its second year, a decision was taken to separate the meetings from the academic sessions to allow for more and focussed time to discuss emerging needs and expectations from SPELT. The teaching/ learning of English was emerging as a major need due to the government policy of the 1980s, declaring Urdu as the medium of instruction and all state examinations, which had led to the mushrooming of private schools offering English to meet the market demands. Hence, there was a rising market demand for good English language teachers. The main reason behind rising expectations from SPELT was the fact that it was the first ELT organization in Pakistan focussing on the needs and development of English language teachers. This scenario, at the time of SPELT's birth, necessitated detailed discussions regarding the scope and magnitude of SPELT's work and rigorous planning for the delivery of programmes needed; hence, the decision to schedule Working Committee meetings for one Saturday each month. This trend has continued to date.

Additionally, with the passage of time and SPELT's expanding role, in addition to the regular monthly meetings, special issue/ programme specific meetings are also organized by the Working Committee. The committee also plans and organizes day long retreats, as and when needed. It also contributes towards monitoring the SPELT office procedures.

7.6.2 Roles and Responsibilities

- a. Prepare and circulate the annual Working Committee meeting calendar at the beginning of the year
- b. At the beginning of each year, inform all concerned about SPELT office bearers for the year, including their contact details
- c. Organize and conduct regular Working Committee meetings as per the calendar, and special meetings and retreats, as and when needed
- d. Write and maintain records of the minutes of each meeting
- e. Prepare the election schedule and follow up on strict adherence of same
- f. Organize the AGM and collect the annual reports from all coordinators
- g. Get the annual report published
- h. Oversee the smooth functioning of the SPELT office
- i. Coordinate with Chapters/Units regarding election schedule and the working committee meetings

7.6.3 Duties of the Working Committee Coordinator

- a. Ask all coordinators for matters to be included in the agenda of each meeting
- b. Inform the Working Committee about the agenda, venue and time of the meetings, at least a week in advance
- c. Determine the hiring and firing needs, in coordination with the finance coordinator and present the same to the Working Committee for approval
- d. Determine the material and human resource needs of the SPELT office, including repairs and refurbishment, and suggest options for addressing the same to the Working Committee
- e. Prepare an annual report on all the meetings conducted during the year, stating the level of attendance, the number of extraordinary meetings, the office work done during the year, etc. Present the report at the annual General Body meeting and submit the same for printing
- f. Include a brief report on the workings of the Chapters/Units so as to give a “national image” of SPELT

- g. Organize minuted meetings of the “organizational arm” of SPELT ie Programme, Working and Finance Coordinators and committees **once a month** to ensure smooth running of the office and SPELT’s academic programs
- h. Be an ex-officio member of the Conference committee
- i. Coordinators are expected to be members on their respective subcommittees on the completion of their term to mentor the incoming coordinator
- j. Nominate one of the other coordinators to chair the Managing Committee meeting in his or her absence

7.6.4 Standard Operating Procedures (SOPs)

| S.No. | Action | When |
|-------|---|------|
| | Pre Working Committee meeting <ul style="list-style-type: none"> i. Circulate the minutes of the previous meeting ii. Ask for agenda items iii. Circulate the meeting agenda, date, time, and venue iv. Coordinate with the office for meeting preparations, including refreshments v. Send reminders a day before the meeting | |
| | Meeting minutes <ul style="list-style-type: none"> i. At the beginning of each meeting nominate the scribe ii. The scribe to type out the minutes and forward to coordinator for approval iii. Coordinator to amend as required iv. Circulate minutes | |
| | Prepare and circulate the annual meeting calendar | |
| | Organize and conduct special meetings/ retreats | |
| | Prepare a list with contact details of all coordinators and circulate | |

| | | |
|--|---|--|
| | to all concerned institutions, and institutional and individual members | |
| | <p>Election schedule</p> <ul style="list-style-type: none"> i. Determine and discuss the positions falling vacant for the year at the Working Committee meeting ii. Check and update membership list and plan the election schedule iii. Identify and contact an election convenor iv. Announce the positions falling vacant and the election schedule v. Support and coordinate with the Election Convenor vi. Inform the members about the General Body meeting and elections – date, time, and venue | |
| | <p>Conduct the AGM and elections</p> <ul style="list-style-type: none"> i. Keep all documents ready and available ii. Organise presentation of annual reports iii. Hand over to Election Convenor for voting, declaration of results, and oath taking | |
| | <p>Annual report</p> <ul style="list-style-type: none"> i. Ask coordinators to submit reports ii. Send reminders iii. Compile for presentation at AGM and publication iv. Despatch/ circulate | |
| | <p>Office administration</p> <ul style="list-style-type: none"> i. Prepare/ update job descriptions ii. Identify repair/ refurbishment needs and prioritize them iii. Present the above to the WC, as and when required | |
| | <p>Hiring and firing of staff</p> <ul style="list-style-type: none"> i. Identify need | |

| | | |
|--|--|--|
| | <ul style="list-style-type: none">ii. Determine procedure to be followed and discuss with relevant coordinatorsiii. Coordinate with all whose presence/ participation will be required for executing the processiv. Have the relevant papers ready | |
|--|--|--|

7.7 Programme Subcommittee

7.7.1 Introduction

SPELT evolved as a non-hierarchical body so as to get maximum work done without any red-tapism and bottlenecks. It focused on 'work' rather than 'positions' held by people. However, it seemed important to have a committee, who should be responsible for looking into policy matters and procedures to be followed by SPELT, coordinate SPELT activities of different subcommittees so as to avoid double tracking and duplication of work, and liaise with various organizations and institutions, both locally and abroad.

Hence, members on this committee are expected to be well versed in SPELT policies and procedures and to have an overall idea of all its programmes and activities. They are also expected to be visionary leaders who can take SPELT forward, keeping in view the roles of all sub-committees and the voluntary nature of work, which is the moving spirit behind the organization's work. This requires vision as well as dedication and the capacity to view short and long term goals, keeping SPELT's part activities and future growth in view.

The committee is also responsible for working out ways to maintain SPELT's image as a "national organization"

7.7.2 Roles and Responsibilities

- a. Determine procedures for giving proposals for expansion and changes visualized in SPELT programmes
- b. Determine and prepare, at the beginning of each year, the direction over a 3-year period with a 1-year outlay/implementation plan in consultation with coordinators
- c. Work out a plan to oversee that the 3-year program remains on track and is being followed

- d. Supervise the office to collate data about the 3-year plan at the end of each year and make it a part of the report to be presented at the AGM
- e. Identify local and foreign organizations/ institutions with whom SPELT needs to collaborate
- f. Provide guidance and support to all the sub-committees , as and when needed
- g. Undertake measures for effective press and media coverage of SPELT activities and programmes
- h. Oversee all SPELT programmes/projects with the help of other office bearers of SPELT and office staff
- i. Work closely with the Working Committee and the Finance Committee to ensure smooth functioning of the SPELT office and the effective management of the office staff
- j. Determine the division of responsibilities between the Working Committee and the Programme Committee with regard to office management and the reporting line of the employees (How?) needs to be discussed and thought through
- k. Oversee chapter coordination
- l. Lead the monthly minuted meeting of the administrative arm to ensure smooth running of the organization.

7.7.3 Duties of the Programme Committee Coordinator

- a. Share at the beginning of each year the direction over a 3-year period, with a 1-year outlay/implementation plan
- b. Maintain liaison with federal and provincial education departments, as and when required
- c. Maintain liaison with government and non-government educational and professional bodies/ foreign organizations/ institutions
- d. Maintain liaison with all the office bearers to ensure the smooth working of the society
- e. Be the spokesperson on behalf of SPELT keeping the following points in view:
 - i. Remain within SPELT's purview and mandate
 - ii. Take all the coordinators into confidence
 - iii. Seek the coordinators' input before committing anything
 - iv. Consider the time constraints of volunteers before committing anything
- f. Maintain liaison with relevant Sub-Committees regarding press and media coverage

- g. Coordinate matters related to affiliation and membership, both institutional and individual, with other Teachers Associations around the world
- h. Maintain liaison with other SPELT chapters in Pakistan
- i. Liaise with sub-committees regarding coordination with Chapters and Units
- j. Be an ex-officio member on the Conference Committee
- k. Coordinators are expected to be members on their respective subcommittees on the completion of their term to mentor the incoming coordinator
- l. Nominate one of the other coordinators to chair the Steering Committee meeting in his or her absence

7.7.4 Standard Operating Procedures (SOPs)

| S.No. | Action | When |
|-------|--|---------------------|
| | Prepare and present the direction over a 3-year period with a 1-year outlay/implementation plan | February |
| | Evaluate all SPELT programmes and activities for changes/ expansion required | February and August |
| | Local and foreign collaborations <ul style="list-style-type: none"> i. Determine the organizations/ institutions ii. Work out the nature of collaboration iii. Prepare plan/ proposal for discussion at the Working Committee meeting iv. Develop follow-up procedures | |
| | Media and press coverage <ul style="list-style-type: none"> i. Identify people who can assist in this regard ii. Maintain a database of such people iii. Prepare a list of SPELT activities/ programmes requiring coverage iv. Consolidate/ prepare material to be given v. Invite press/ media vi. Send thank you notes | |

| | | |
|--|---|--|
| | <p>Oversee work of all sub-committees</p> <ul style="list-style-type: none"> i. Attend meetings with partners/ sponsors, as and when needed ii. Meet all sub-committees to determine where and when support might be needed iii. Prepare a detailed plan of action based on above | |
| | <p>Office management</p> <ul style="list-style-type: none"> i. Work with Working Committee to determine areas of prime responsibility and those to be shared ii. Convey the relevant details to the office staff iii. Inform office staff about reporting relationship | |
| | Chapter coordination ??? | |
| | <p>Coordination with other TAs</p> <ul style="list-style-type: none"> i. Ensure timely renewal of membership ii. Follow-up on discounted membership for SPELTers at IATEFL and TESOL iii. Communicate the above membership offers to relevant members/ chapters and units (if few, only coordinators; if more, then Working Committee members/ other volunteers/ general membership) | |

8 CONDUCTING TRAININGS/WORKSHOPS

Workshops/ trainings and projects conducted by SPELT fall into 2 categories: Social responsibility and income generation; the monthly academic sessions fall in the former. SPELT can also meet its social responsibility by offering subsidized courses to teachers from underprivileged schools and low income areas. Charges for such course should be low to ensure that greater numbers benefit from them. However, the different types of income generating courses and workshops that SPELT offers need to be streamlined in order for SPELT to benefit from them.

One factor that needs immediate attention with regard to income generating courses/ workshops is that there should be a structured approach towards financial viability. To begin with, SPELT needs to reconsider its resource person payment mode; it

needs to move away from the percentage mode to the hourly payment mode, as done by most professional institutions. One simple rule of the thumb that could be followed is that for every course/ workshop offered, the topic, i.e. its relevance and demand, and the expertise of the resource person will be the basis on which the participants' fee and the resource person's payment will be determined. The advantage of having this kind of a formula is that the resource person will know exactly what they will be getting, and there will be no adhocism in determining the course fee.

After detailed discussions between the Finance, Workshop, and Programme Committee coordinators, the rates of payment to the resource persons and the fee structure put in place from January 2015, until revised, will be: Resource Persons will get Rs. 2000, Rs. 3000, or Rs. 4000 per hour, and the course fee will be Rs. 300, Rs. 500, or Rs. 700 per hour. So if the course is of 6 hours' duration, the RP will be paid Rs. 12,000, Rs. 18,000, or Rs. 24,000; while the course fee will be Rs. 1,800, Rs. 3,000, or Rs. 4,200 per participant, respectively. For financial viability, the shorter courses/ workshops will be run only if there are a minimum of 15 participants. This payment to the resource persons will apply up to 25 participants. If the number of participants goes up to 30 participants, RP will receive an additional Rs.3000/-. If the participants increase up to 35, the RP will receive an additional Rs. 6000/-. This costing can be pro-rated for courses that run less or more than 6 hours.

However, for longer courses, the RPs will be paid Rs, 2,000 per hour, while the participants will be charged at the rate of Rs. 200 per hour. For financial viability, the longer courses will be run with a minimum of 20 participants.

Although SPELT offers various categories of courses and workshops, the formula suggested above can be applied across all, with some adaptation. The various courses and workshops offered by SPELT can be broadly categorised as follows:

Category A: Courses/ Workshops where the resource persons volunteer service and the income from the courses is used to fund the course and generate some amount as income for SPELT. (The amount that one would pay this resource person should form the basis of calculating the fees).

Category B: Short workshops/ courses conducted by one person where the resource person gets a share in the income. SPELT bears the cost of coordinating and running the workshop/ course. The rate applied has already been stated above

Category C: Longer workshops/ courses of 15 hours or more, held at SPELT, which are coordinated and run by SPELT, and may be conducted by one or more persons. The Steering Committee takes the decisions about holding a course, after considering its merits and demerits, and ensuring that SPELT's image or reputation will not be adversely affected. It then nominates a course director. In case of more than one person being interested in being the course director, the decision can be made by a 3 member team from the Advisory Committee/ veteran SPELTers about the suitability of one. This 3-member team would not include any of the current coordinators.

The Course Director would assume complete responsibility, from start to finish, including both academic and financial aspects; the SPELT committee members would have no responsibility or commitment except for ensuring that SPELT gets its due share. Until reviewed further, the Course Director will receive Rs. 700 – 1,000 per hour, depending on the level of work required by the programme. The Course Director may either work alone, or as a team, in which case s/he becomes responsible for making any payments needed to the team members from the amount that s/he receives.

The course fee should be determined broadly as per the formula stated above; however, the cost of the course director's fee should also be given due consideration.

In case more than one person is involved in handling course director responsibilities, the course director honorarium will be split between the team as per the ration negotiated by the course director and informed to finance coordinator. Payments will be made by SPELT in the form of crossed check.

Workshops /courses taught by 2 or more RPs both/all will be paid at the same rate.

For workshops only: When the number of participants reach 30, the RPs will receive an additional lump sum of Rs 3000/-. Similarly when course participants number 35, the resource person will receive a lumpsum totalling an additional 6000/-. It must be clarified that the resource person will receive only one additional payment of either Rs. 3000/- or of Rs. 6000/-If course participants exceed

35, the group will be divided into 2 groups of 18 each thus allowing for 2 workshops on the topic, provided the RP is ready to do so. If not, just one group of 35 participants will be held and additional will be turned back.

Category D: Certificate/ Diploma courses, like the PTTC or ICELT. The Governing Committee nominates a course director, ensuring that the necessary criteria are met. In case of more than one person being interested in being the course director, the decision can be made by a 3 member team from the Advisory Committee about the suitability of one. This 3-member team would not include any of the current coordinators.

The Course Director would assume complete responsibility, from start to finish, including both academic and financial aspects; the SPELT committee members would have no responsibility or commitment except for ensuring that SPELT gets its due share. Until reviewed further, the Course Director will receive Rs. 700 – 1,000 per hour, depending on the level of work required by the programme. The Course Director may either work alone, or as a team, in which case s/he becomes responsible for making any payments needed to the team members from the amount that s/he receives. The amount to be paid to those who assess the scripts and conduct classroom observations will be calculated on the basis of time required for carrying out these tasks and the hourly payment will be 3 hours of this work being equal to one hour of teaching (as teaching requires plenty of planning and preparatory time plus greater physical effort).

Category E: Consultancies/ Courses conducted for other institutions at their respective venues. For any consultancies/ courses negotiated through SPELT, with or without SPELT certification, SPELT will get 10% of the entire course charge. SPELT will ensure this, in writing, with the concerned institution.

All payments to resource persons and course directors etc is liable to tax deduction

9. PROMOTING SPELT MEMBERSHIP

Although SPELT realizes the need for a growing membership base it cannot seem to attract new members or to retain members. There are various reasons why SPELT is facing this problem, prime amongst which are:

- limited utilization of its core activities to promote membership
- non-capitalization of other promotional opportunities
- very limited efforts for keeping the members attracted to SPELT
- almost non existing marketing strategies
- maintaining an updated membership data bank for regular follow up

The following are some ways through which membership retention and enhancement can be attempted:

9.1.1 Using the core activities – academic sessions, conference, journal

Academic sessions

The Academic session is the “window” of SPELT that provides an opportunity for SPELT image building and for ‘public-relating’. Hence, it can be effectively utilised to attract more members. Some of the ways in which the Academic sessions can be used for enhancing membership are:

- Moderators MUST promote SPELT by sharing information about SPELT, the opportunities for professional development that it offers, and, more importantly, what people are losing by not becoming a member
- A PowerPoint presentation promoting SPELT should be a regular feature before the start of every Academic session. This presentation must be updated at least twice a year

- Offer Incentives, for example those who attend 3 sessions out of 6 consecutive academic sessions get 30% off on membership
- Offer membership concession of 30% to institutional members if x number of teachers from the same institution attend 3 consecutive sessions
- SPELT membership should be made obligatory for all non- member presenters at the Academic session; however, they can be offered 30% off the membership fee as an incentive
- Letters announcing the monthly academic sessions should carry one membership promotional slogan every month, for example renew your membership and get or encourage a colleague to become a member by availing of offer, etc . A 12-month list can be prepared in advance to facilitate the process

9.1.2 Conference

- Announce and display through Panaflex standees and banners/ posters the Raffle draw which can win new members attractive prizes, including books
- A page should be inserted at the beginning in the programme book, boldly portraying slogans like ‘become a member and get to know new developments and emerging trends’
- Membership promotion should be an essential part of everyday activities. This could include a strong presentation advocating SPELT as a cause and the value it adds to teacher development. It should be running at opening and closing sessions, plenary sessions, etc.
- Offer special conference cum membership package to potential ELT students
- Scripted ideas should be given to the moderators and MCs
- There should be a professional development corner providing an intro to SPELT at the conference venue
- SPELT activities and workshops should be actively promoted, as these, in turn, can bring in new members

- There could be a Job fair – for institutional members and individual members. Those looking for jobs must be SPELT members, i.e. they must be asked to provide their SPELT membership number to qualify for being a part of the employment pool
- In order to ensure that membership grows, invitations need to be sent out to all attendees of the previous year’s conference to become/ renew membership. A team of volunteers could be entrusted this task
- The 3 months’ free membership incentive for registering at the conference causes a great deal of confusion and it is suggested that this be done away with. A free copy of the latest Journal and a concession on the conference fee is enough incentive.
- Make membership attractive by charging non-members 40% to 50% more than members; this way, by paying a meagre additional amount non-members can become members
- The above offer should be promoted actively through the SPELT print material, website, workshops and academic sessions, and through other platforms accessible to SPELT. This offer should be promoted 3-4 months before the conference Get membership at only 50% of membership fee

9.1.3 Journal

- Encourage trainee teachers to become a spelt member to get published
- Offer subsidiary rates for writers/ intending writers

9.2. Promoting membership through ICELT, and other courses and workshops

- Promote membership through all courses
- In order to attract new members, Incentives must be offered. For example, a non-member participant registering for a course/ workshop should be offered the incentive of becoming a member on the spot by availing a special member rate

for the event. The modalities for this incentive package will need to be chalked out with the Programme, Workshop, and Finance Committees working together

9.3. Provision of member friendly facilities

In order to attract and retain members, SPELT must look at how it can facilitate members by making membership easy and attractive. SPELT needs to show its members that it cares for them and values their membership; that it wants them to feel that they belong to SPELT. This is important, because if we ask the question – what is the relationship between SPELT and its members? The obvious answer is without members we would not need SPELT. Therefore, members are a very important element, if not the most important, as far as SPELT is concerned. There are several steps that SPELT can undertake to attract and retain members:

- i. Offer alternate membership payment options. Currently, people have to come to SPELT to deposit their membership and course/ conference registration dues. This system should be retained. However, considering distances in Karachi, and an inadequate and expensive transport system, alternatives should be considered. Some of these could be:
 - Members should be able to make a deposit in any branch of the bank that SPELT banks with. The bank can then accept online transfer deposits, for membership dues of both new and renewing members and also for conference registration and registration of courses. In order to keep track of the monies coming in, SPELT may need to open a separate account, from the operations account, or find a way to keep track of the new deposits. Some work on this has already been initiated by the Finance Committee, but further groundwork is required to fine-tune the system and make it effective
 - Payments may also be couriered to SPELT by crossed cheques and pay orders. The applicant must provide complete details with the shipment
- ii. Send reminders to members to renew membership at regular intervals (details defined in the Finance sub-committee section), stating what they would be missing if they do not renew their membership
- iii. Make membership a part of the ICELT fee structure

- iv. The SPELT library is one of the few libraries that can meet the needs of students studying for certificate and degrees for ELT. Upgrade and promote the SPELT library and limit its usage to members only. This will attract new members as all those desirous of availing the library facilities will have to become members.
- v. Send a welcome letter – modelled on the pattern of the IATEFL welcome letter – to every new member and to those renewing their membership. The Finance and Programme Committee must work together to ensure that a well-phrased and impressive letter is sent to all such members
- vi. Issue membership cards to all those who renew/ take new membership and to life members (maybe every three years?)
- vii. Have a new members' corner in the Conference Program Book listing their names and affiliations. Lists will include names of members starting July of the previous year to June of the conference year.
- viii. Consider long term members, more than seven years, for a lucky draw for free conference entrance. Life members would not be eligible for this
- ix. Adopt strategies that make members feel that they need SPELT for their professional growth. Some ways in which this can be done are:
 - Have one/ two issue focused journals per year, by seeking input from members, course/ workshop participants, working committee members, and other stakeholders. One possible way could be to include a line in the membership form asking members about the issues that they face in ELT that they would like SPELT to address
 - Set up a team of 'Call- centre' volunteers for membership reminders, follow-up on mailing, reminder about events, etc. Preferably, these could be SPELTers who, for various reasons, are unable to come to SPELT but would like to contribute in some way; however, new volunteers could also be considered
 - An online SPELT 'suggestion box' could be considered at some point (speltsuggestions@gmail.com). however, the modalities of administration will have to be worked out in detail before the same is launched
 - Redesign the monthly mailing letter to include classroom tricks and tips, humour on English, upcoming events, event of the month, comments/ feedback from participants of the previous sessions, etc. The redesigning should be undertaken by the Academic committee. They can find flyer/newsletter templates on the internet and develop a template. The developed template should be presented to the WC for approval

9.4. Regular marketing

New members can be attracted in a number of ways. The following are some of the options:

- Hosting a pre-conference event for school heads; appropriately packaged. This could help generate the interest of school leaders in SPELT, which, in turn, can contribute towards increased membership and enrolment in SPELT workshops, courses, and conferences. One possibility could be holding a sponsored seminar every two/ three years on themes such as: Role of ELT in Leading Professional Growth: An event for School Leaders, about 6-8 weeks before the annual conference. This is important as most school heads do not realize the importance of ELT as a specialized field of teaching. We need to create awareness and educate them that language teaching is not the same as teaching content area subjects; plus, poor language skills result in low academic achievement. A task force of 3-5 members can be formed to handle the event; volunteers may also be considered as task force members.
- Cashing in on buzz words like Professional Growth and Development by focussing on that angle as a selling point. In order to develop this concept, the Programme Committee and Workshop committee can work together to prepare an action plan
- Offering early career membership – two years' membership for the cost of one – to novice teachers
- Providing incentives for group membership; for example, fee concession – 6 members for the price of 5
- Having information material regarding SPELT and the advantages it offers regularly updated and made available. The material should be strategically placed and used to generate interest in SPELT at all SPELT events – especially at the academic sessions. The Programme Committee should supervise the development of the material and the Academic Committee should ensure that it is available at all sessions. This task can also be handled by a task force working under the supervision of the concerned committees.
- Developing a flyer with basic information about SPELT and benefits of becoming a SPELT member. The flyer should also have the names and contact information of key people, and highlights of major programmes and the approximate time periods when these are scheduled. This flyer could be sent out to all possible clientele and distributed at all SPELT programmes and events

- An option that can be considered is: Membership with/ without journal – concession for non-journal applicants. For example: membership with journal Rs. 700; membership without journal Rs.400. All other facilities remain standard for all members.
- Student membership may be offered to interested students of higher education at special rates
- Awareness about SPELT can be enhanced by developing a flyer with basic information about SPELT and benefits of becoming a SPELT member. The flyer should also have the names and contact information of key people, and highlights of major programmes and the approximate time periods when these are scheduled. This flyer could be sent out to all possible clientele and distributed at all SPELT programmes and events

9.5 Institutional Membership

- Institutional membership will not be given for a chain of schools/ campuses; every branch must take an institutional membership to avail benefits
- Institutional members can send 6 participants for the price of 5 to SPELT's International Conferences, on membership rates; this rate will be applicable on all additional groups of five
- Every institutional member will be entitled to two journals
- However, they will be entitled to only one vote
- Up to 5 participants will be accepted for any course or workshop on membership rates