Ethiopian TVET-System

Furniture Making L-II

Based on Sept. 2012G.C. Occupational standard

Module Title: -Participating in Workplace Communication

TTLM Code: IND FMK2 M08 TTLM 0919v1

This module includes the following Learning Guides

LG27: Obtain and convey workplace information

LG Code: IND FMK2 M08 LO1-27

LG28:Participate in workplace meetings and discussions

LG Code: IND FMK2 M08 LO2-28

LG29:Complete relevant work related documents

LG Code: IND FMK2 M08 LO3-29

Instruction Sheet	LG27: Obtain and convey workplace information

This learning guide is developed to provide you the necessary information regarding the following **content coverage** and topics –

- Accessing information from appropriate sources
- Using Information gathering method
- Using appropriate ***medium***
- Using appropriate non- verbal communication
- Following appropriate lines of communication
- Using defined workplace procedures for the ***storage*** of information
- carrying out personal interaction

This guide will also assist you to attain the learning outcome stated in the cover page. Specifically, upon completion of this Learning Guide, **you will be able to –**

- Access specific and relevant information from appropriate sources.
- Use effective questioning, active listening and speaking skills to gather and convey information.
- Use appropriate medium to transfer information and ideas.
- Use appropriate non- verbal communication.
- Identify and follow appropriate lines of communication with supervisors and colleagues
- Use defined workplace procedures for the location and storage of information.
- Carry out personal interaction clearly and concisely.

Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described in number 3 to 20.
3. Read the information written in the "Information Sheets 1". Try to understand what are being discussed. Ask you teacher for assistance if you have hard time understanding them.
4. Accomplish the "Self-check 1" **in page -8.**
5. Ask from your teacher the key to correction (key answers) or you can request your teacher to correct your work. (You are to get the key answer only after you finished answering the Self-check 1).
6. If you earned a satisfactory evaluation proceed to "Information Sheet 2". However, if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Activity #1.

INTRODUCTION

Communicationistheprocessbywhichwegive,receiveorexchangeinformationwith others. Communication means interacting with others:

- To promote understanding;
- To achievearesultofsomekind;
- To pass information to another personsothattheycantakeaction.

Itcaninvolvespeaking,listeningorwriting.Thisinformationdoesnotnecessarilyneedtobe hardfacts.Sometimesjustashrugoftheshouldercanactasourmeansofcommunication.

Communicating is a two-way process, as it is also about being understood and belonging to a group

Communication and organisational success are directly related

- Good communication can have a positive and mobilising effect on employees
- Poor communication can lead to strong negative consequences, such as the distortion of goals and objectives, conflict, loss of motivation and poor performance

PURPOSEOFCOMMUNICATION

Onemightthinkwewouldalllivequitehappilywithoutcommunicatingatall,butnoweallneedtoc ommunicatethroughoutourlife.Communicationisafundamentalpartofhumanlife.Sincew espendalotofourdailylifecommunicatinginonewayoranother, weshouldbeverygoodatit,butunfortunately,thisisnotthecase.Lifewouldbealot easierifwealwaysknewexactlywhatothersweretryingtosay.Quiteoftenpeoplefailto communicate in a way that you could understand.

AnnDobson(2000)has said:

> *"Nowhereiseffectivecommunicationmoreimportantthanatwork.Vital informationneedstobegiven,received,exchangedandunderstoodhundredsoftimesinev eryworkingday.Manybusinesstransactionsgowrongsimplybecauseofpoorcommunicatio nbetweenpeopleconcerned."*

Information is a critical resource and powerful competitive tool for any organization. The increasing amount of data available to managers presents a new challenge – isolating the relevant information and turning it into intelligence.

Exploring and identifying sources of information is about finding out what you don't know as well as using and adapting what you do know. Group projects and assignments frequently require you to carry out research and this will involve identifying specific resources you may need. For example, think about the materials and equipment that might be needed and whether the group needs to get specific expert advice and support and, if so, where you can obtain this.

It is also important to spend some time exploring the skills associated with working in a group and managing the group. There may be discussions and workshops on team working that you hope to make use of, or there may be expertise in the group itself that you can draw on. Group working skills may be new to you, but equally they may be skills you have used many times before in different contexts. Using key skills effectively involves thinking not only about which skills to use, but also about how to adapt them to different situations.

Obtaining and interpreting information

Data and information comes from many sources. This revision note summarizes the main sources of information gathered internally (inside the business) and externally also interpreting them well.
Business data and information comes from multiple sources. The challenge for a business is to capture and use information that is relevant and reliable. The main sources are:

Internal Information
Accounting records are a prime source of internal information. They detail the transactions of the business in the past - which may be used as the basis for planning for the future (e.g. preparing a financial budget or forecast).

The accounting records are primarily used to record what happens to the financial resources of a business. For example, how cash is obtained and spent; what assets are acquired; what profits or losses are made on the activities of the business.

However, accounting records can provide much more than financial information. For example, details of the products manufactured and delivered from a factory can provide useful information about whether quality standards are being met. Data analyzed from customer sales invoices provides a profile of what and to whom products are being sold.

A lot of internal information is connected to accounting systems - but is not directly part of them. For example:
- Records of the people employed by the business (personal details; what they get paid; skills and experience; training records)
- Data on the costs associated with business processes (e.g. coatings for contracts entered into by the business)
- Data from the production department (e.g. number of machines; capacity; repair record)
- Data from activities in direct contact with the customer (e.g. analysis of calls received and missed in a call center)

A lot of internal information is also provided informally. For example, regular meetings of staff and management will result in the communication of relevant information.

External Information
As the term implies, this is information that is obtained from outside the business.
There are several categories of external information:

- **Information relating to way a business should undertake its activities**

E.g. businesses need to keep records so that they can collect taxes on behalf of the government. So a business needs to obtain regular information about the taxation system (e.g. PAYE, VAT, and Corporation Tax) and what actions it needs to take. Increasingly this kind of information (and the return forms a business needs to send) is provided in digital format.

Similarly, a business needs to be aware of key legal areas (e.g. environmental legislation; health & safety regulation; employment law). There is a whole publishing industry devoted to selling this kind of information to businesses.

- **Information about the markets in which a business operates**

This kind of external information is critically important to a business. It is often referred to as "market" or "competitive intelligence".

Most of the external information that a business needs can be obtained from marketing research.

Marketing research can help a business do one or more of the following:

1. Gain a more detailed understanding of consumers' needs – marketing research can help firms to discover consumers' opinions on a huge range of issues, e.g., views on products' prices, packaging, recent advertising campaigns

2. Reduce the risk of product/business failure – there is no guarantee that any new idea will be a commercial success, but accurate and up-to-date information on the market can help a business make informed decisions, hopefully leading to products that consumers want insufficient numbers to achieve commercial success.

3. Forecast future trends – marketing research can not only provide information regarding the current state of the market but it can also be used to anticipate customer needs future customer needs. Firms can then make the necessary adjustments to their product portfolios and levels of output in order to remain successful.

The information for marketing research tends to come from three main sources:

Internal Company Information – e.g. sales, orders, customer profiles, stocks, and customer service reports

Marketing intelligence – this is a catch-all term to include all the everyday information about developments in the market that helps a business prepare and adjust its marketing plans. It can be obtained from many sources, including suppliers, customers and distributors. It is also possible to buy intelligence information from outside suppliers (e.g. Mintel, Dun and

Bradstreet) who will produce commercial intelligence reports that can be sold profitably to any interested organization.

Market Research – existing data from internal sources may not provide sufficient detail. Similarly, published reports from market intelligence organizations cannot always be relied upon to provide the up-to-date, relevant information required. In these circumstances, a business may need to commission specific studies in order to acquire the data required to support their marketing strategy.

Self-Check -1	Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. - ________________________istheprocessbywhichwegivereceiveorexchangeinformationwith others.(1pts)
2. Communication involve___________,___________or___________(1pts)
3. Discuss under sets of the main sources of information ____
____
____
____
____
____(1pts)

***Note:* Satisfactory rating - 3 points** **Unsatisfactory - below 2 points**

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = ____________
Rating: _____________

Name: _________________________ Date: _______________

Short Answer Questions

Interactive Methods to Elicit Human Information Requirements

I. Interviewing

- Interviewing is an important method for collecting data on human and system information requirements
- Interviews reveal information about:
    - Interviewee opinions
    - Interviewee feelings
    - Goals
    - Key HCI concerns
- Interview Preparation
- Reading background material
- Establishing interview objectives
- Deciding whom to interview
- Preparing the interviewee
- Deciding on question types and structure

Question Types

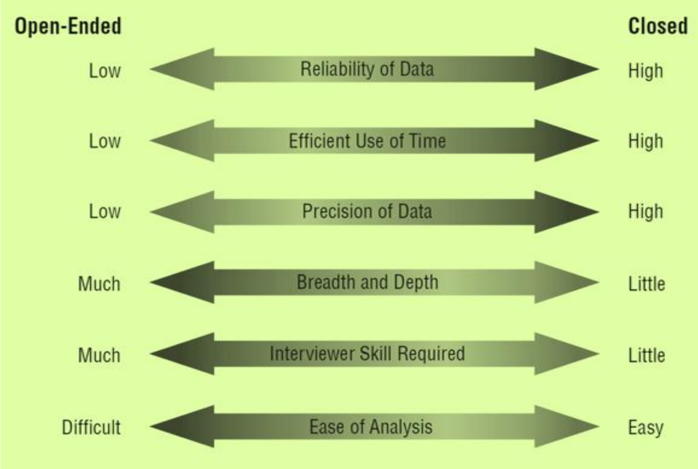
1. Open-ended
    - Open-ended interview questions allow interviewees to respond how they wish, and to what length they wish
    - Open-ended interview questions are appropriate when the analyst is interested in breadth and depth of reply
    - Advantages of Open-Ended Questions
    - Puts the interviewee at ease
    - Allows the interviewer to pick up on the interviewee's vocabulary
    - Provides richness of detail
    - Reveals avenues of further questioning that may have gone untapped
    - Provides more interest for the interviewee
    - Allows more spontaneity
    - Makes phrasing easier for the interviewer
    - Useful if the interviewer is unprepared
    - Disadvantages of Open-Ended Questions
    - May result in too much irrelevant detail
    - Possibly losing control of the interview
    - May take too much time for the amount of useful information gained
    - Potentially seeming that the interviewer is unprepared
    - Possibly giving the impression that the interviewer is on a "fishing expedition"

2. Closed

    - Closed interview questions limit the number of possible responses
    - Closed interview questions are appropriate for generating precise, reliable data that is easy to analyze
    - The methodology is efficient, and it requires little skill for interviewers to administer
    - Benefits of Closed Interview Questions
    - Saving interview time

- Easily comparing interviews
- Getting to the point
- Keeping control of the interview
- Covering a large area quickly
- Getting to relevant data
- Disadvantages of Closed Interview Questions
- Boring for the interviewee
- Failure to obtain rich detailing
- Missing main ideas
- Failing to build rapport between interviewer and interviewee

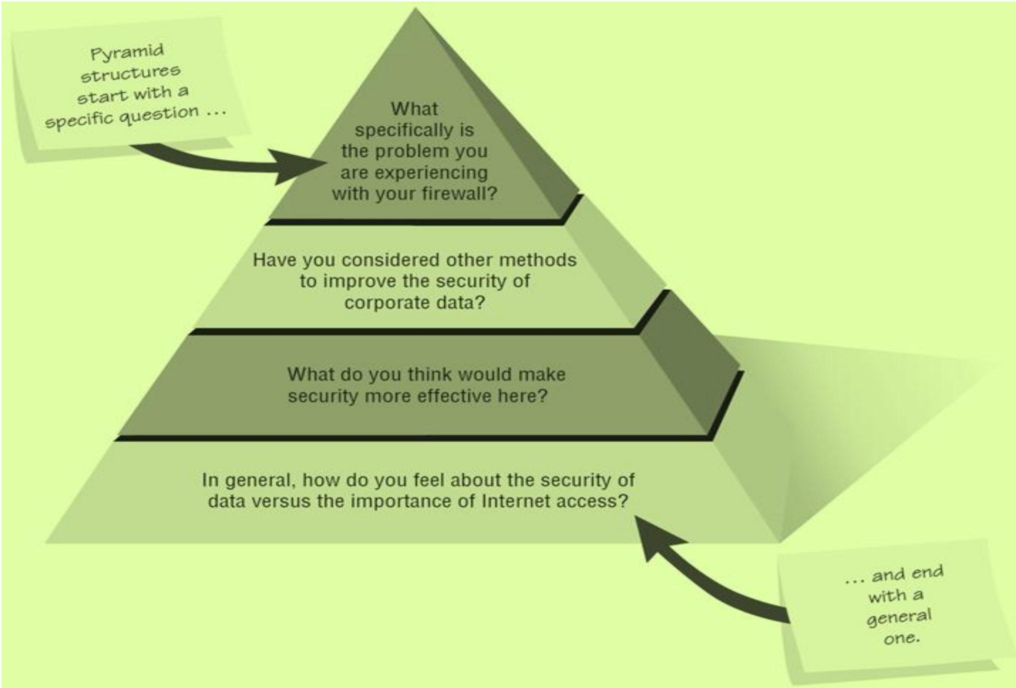
Attributes of Open-Ended and Closed Questions



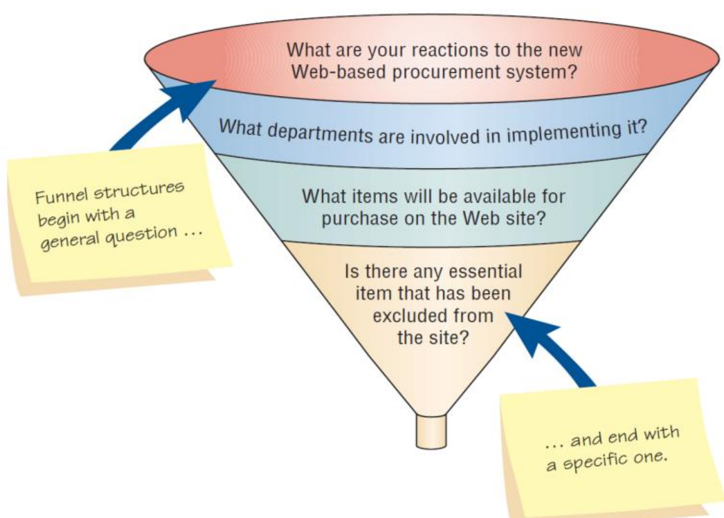
3. Bipolar Questions
   - Bipolar questions are those that may be answered with a “yes” or “no” or “agree” or “disagree”
   - Bipolar questions should be used sparingly
   - A special kind of closed question
4. Probes
   - Probing questions elicit more detail about previous questions
   - The purpose of probing questions is:
     A. To get more meaning
     B. To clarify
     C. To draw out and expand on the interviewee’s point
   - May be either open-ended or closed

Arranging Questions

1. Pyramid
   A. Starting with closed questions and working toward open-ended questions
   B. Begins with very detailed, often closed questions
   C. Expands by allowing open-ended questions and more generalized responses
   D. Is useful if interviewees need to be warmed up to the topic or seem reluctant to address the topic
   E. Pyramid Structure for Interviewing Goes from Specific to General Questions

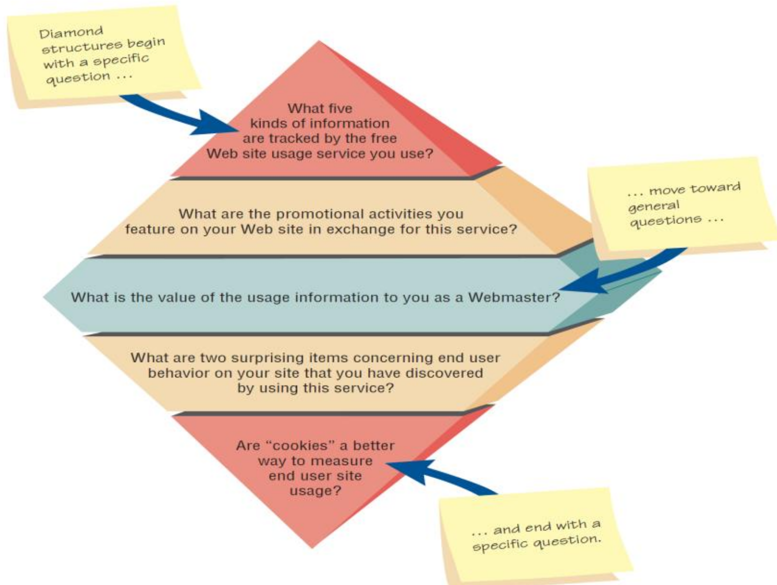


2. Funnel
   A. Starting with open-ended questions and working toward closed questions
   B. Begins with generalized, open-ended questions
   C. Concludes by narrowing the possible responses using closed questions
   D. Provides an easy, nonthreatening way to begin an interview
   E. Is useful when the interviewee feels emotionally about the topic
   F. Funnel Structure for Interviewing Begins with Broad Questions then Funnels to Specific Questions



3. Diamond
   A. Starting with closed, moving toward open-ended, and ending with closed questions
   B. A diamond-shaped structure begins in a very specific way
   C. Then more general issues are examined
   D. Concludes with specific questions

E. Combines the strength of both the pyramid and funnel structures
F. Takes longer than the other structures
G. Diamond-Shaped Structure for Interviewing Combines the Pyramid and Funnel Structures



Closing the Interview

- Always ask "Is there anything else that you would like to add?"
- Summarize and provide feedback on your impressions
- Ask whom you should talk with next
- Set up any future appointments
- Thank them for their time and shake hands.

Interview Report

- Write as soon as possible after the interview
- Provide an initial summary, then more detail
- Review the report with the respondent

Stories

- Stories originate in the workplace
- Organizational stories are used to relay some kind of information
- When a story is told and retold over time it takes on a mythic quality
- Isolated stories are good when you are looking for facts
- Enduring stories capture all aspects of the organization and are the ones a systems analyst should look for

Purposes for Telling a Story

- There are four purposes for telling a story:
  A. Experiential stories describe what the business or industry is like
  B. Explanatory stories tell why the organization acted a certain way
  C. Validating stories are used to convince people that the organization made the correct decision
  D. Prescriptive stories tell the listener how to act
- Systems analysts can use storytelling as a complement to other information gathering methods

II. Joint Application Design (JAD)

- Joint Application Design (JAD) can replace a series of interviews with the user community
- JAD is a technique that allows the analyst to accomplish requirements analysis and design the user interface with the users in a group setting

Conditions That Support the Use of JAD

- Users are restless and want something new
- The organizational culture supports joint problem-solving behaviors
- Analysts forecast an increase in the number of ideas using JAD
- Personnel may be absent from their jobs for the length of time required

Who Is Involved

- Executive sponsor
- IS analyst
- Users
- Session leader
- Observers
- Scribe

Where to Hold JAD Meetings

- Offsite
  A. Comfortable surroundings
  B. Minimize distractions
- Attendance
  A. Schedule when participants can attend
  B. Agenda
  C. Orientation meeting

Benefits of JAD

- Time is saved, compared with traditional interviewing
- Rapid development of systems
- Improved user ownership of the system
- Creative idea production is improved

Drawbacks of Using JAD

- JAD requires a large block of time to be available for all session participants
- If preparation or the follow-up report is incomplete, the session may not be successful
- The organizational skills and culture may not be conducive to a JAD session

III. Questionnaires

Questionnaires are useful in gathering information from key organization members about:

A. Attitudes
B. Beliefs
C. Behaviors
D. Characteristics

Planning for the Use of Questionnaires

- Organization members are widely dispersed
- Many members are involved with the project
- Exploratory work is needed
- Problem solving prior to interviews is necessary

Question Types

Questions are designed as either:

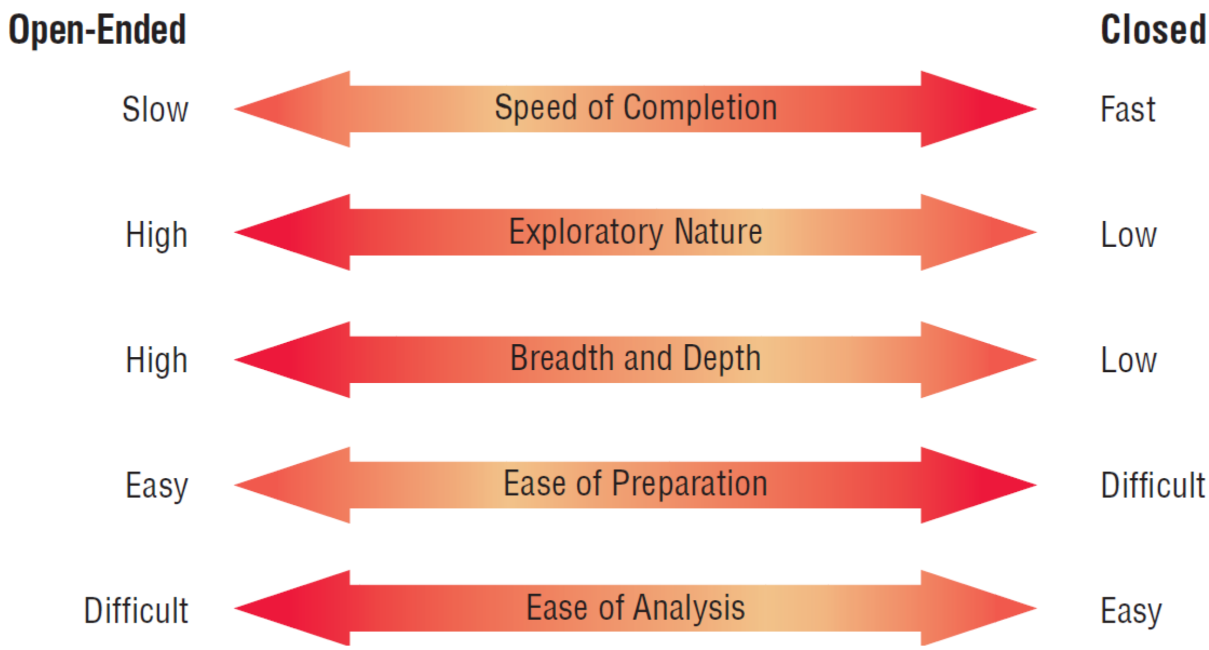
A. Open-ended
   - Try to anticipate the response you will get

- Well suited for getting opinions

B. Closed

- Use when all the options may be listed
- When the options are mutually exclusive

Trade-offs between the Use of Open-Ended and Closed Questions on Questionnaires



Questionnaire Language

- Simple
- Specific
- Short
- Not patronizing
- Free of bias
- Addressed to those who are knowledgeable
- Technically accurate
- Appropriate for the reading level of the respondent

Measurement Scales

- The two different forms of measurement scales are:

  A. Nominal

- Nominal scales are used to classify things
- It is the weakest form of measurement
- Data may be totaled

What type of software do you use the most?

1 = Word Processor
2 = Spreadsheet
3 = Database
4 = an Email Program

  A. Interval

- An interval scale is used when the intervals are equal
- There is no absolute zero
- Examples of interval scales include the Fahrenheit or Centigrade scale

How useful is the support given by the Technical Support Group?				
NOT USEFUL AT ALL			EXTREMELY USEFUL	
1	2	3	4	5

Validity and Reliability

- Reliability of scales refers to consistency in response—getting the same results if the same questionnaire was administered again under the same conditions
- Validity is the degree to which the question measures what the analyst intends to measure

Problems with Scales

- Leniency
- Caused by easy raters
    - Solution is to move the “average” category to the left or right of center
- Central tendency
- Central tendency occurs when respondents rate everything as average
    - Improve by making the differences smaller at the two ends
    - Adjust the strength of the descriptors
    - Create a scale with more points
- Halo effect
- When the impression formed in one question carries into the next question
- Solution is to place one trait and several items on each page

Designing the Questionnaire

- Allow ample white space
- Allow ample space to write or type in responses
- Make it easy for respondents to clearly mark their answers
- Be consistent in style

Order of Questions

- Place most important questions first
- Cluster items of similar content together
- Introduce less controversial questions first

Administering Questionnaires

- Administering questionnaires has two main questions:
    - Who in the organization should receive the questionnaire
    - How should the questionnaire be administered

Self-Check -1	Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. what are information gathering method ____
2. _________________ questions allow interviewees to respond how they wish, and to what length they wish
3. _________________ questions are appropriate for generating precise, reliable data that is easy to analyze
4. _________________ are those that may be answered with a "yes" or "no" or "agree" or "disagree"
5. The purpose of probing questions is:
   a. _________________
   b. _________________
   c. _________________
6. List methods Arranging Questions ____

Note: **Satisfactory rating - 6 points** **Unsatisfactory - below 3 points**

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = ___________

Rating: ____________

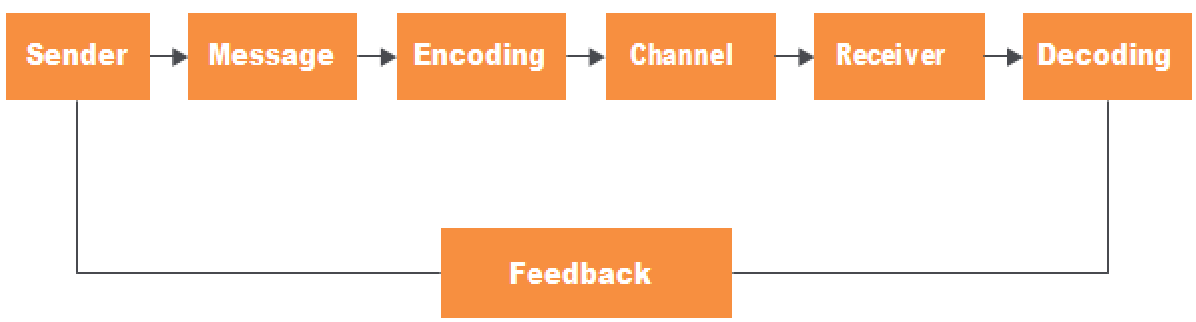
Name: _________________________ Date: _______________

Communication Means/media

PROCESSOFCOMMUNICATION
Thecommunicationprocessinvolvesthesenderwhotransmitsamessagethroughaselected channel to the receiver.

THECHANNEL
Informationistransmittedovera'channel'thatlinksthesenderwiththereceiver.Thechannel maybeacomputer,atelephone,atelevision,orface-to-faceconversation.Attimes,twoor morechannelsareused.Theproperselectionofchannelisvitalforeffectivecommunication.

Notonlymustinformationorinstructionsorideasbepassedfromonepartytoanother, butthe'receiving'partymustalsounderstandexactlywhatthe'sending'or'transmitting' partyhadinmind.Ifonepartydoesnotclearlyunderstandthemeaningofamessageormisunderstandsormisinterpretsitsmeaning–errorsandmistakes,disagreementsand disputes, and even accidents, can occur.



Communication process model

Face-to-Face: highest information richness.

- Can take advantage of body language and non-verbal cues.
- Provides for instant feedback.
  - Management by wandering around takes advantage of this with informal talks to workers.

Video Conferences: provide much of this richness.

  - Reduces travel costs and feedback times.

Verbal Communication electronically transmitted: has next highest richness.

- No nonverbal cues.
- Phone conversations
  - Do have tone of voice, and quick feedback.

Personally Addressed Written Communication:- lower richness than the verbal forms, but still is directed at a given person.

- Personal addressing helps ensure receiver reads it.
  - Letters and e-mail are common forms.
- Does not provide immediate feedback to sender but can get feedback later.
  - Excellent for complex messages needing follow-up.

Written Communication: - lowest richness.

- Good for messages to multiple receivers. Little feedback is expected.
  - Newsletters, reports are examples.

Social Networks

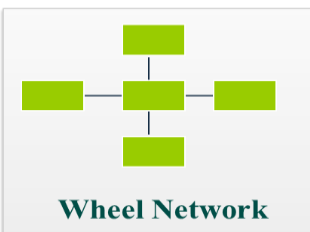
Networks show information flows in an organization.

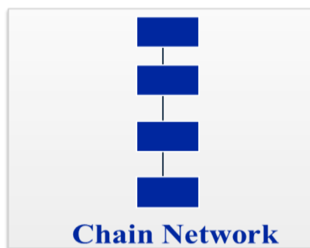
- **Star Network:** information flow to and from one central member.
- **Circle Network:** members communicate with people next to them in sequence.
  - Wheel and Chain networks provide for little interaction.
- **Chain Network:** members communicate with others close to them in terms of expertise, office layout, etc.
- **Clique Network:** found in teams, with maximal levels of communications between each member and all others.

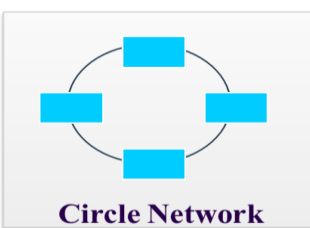
Importance of Social Networks

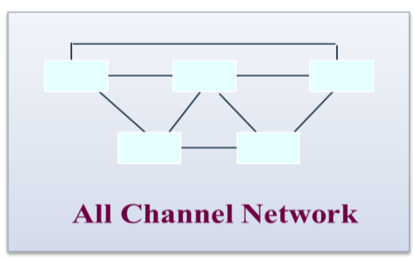
- Powerful individuals may limit access to information.
- Simple networks are needed for simple problems or independent tasks.
- Complex networks are needed for complex problems or interdependent tasks.
- No single network is universally effective.
- Adequate sharing of information is crucial.
- Trade-offs or opportunity costs must be considered.
- Informal networks often create barriers.

Communication Networks in Groups & Teams







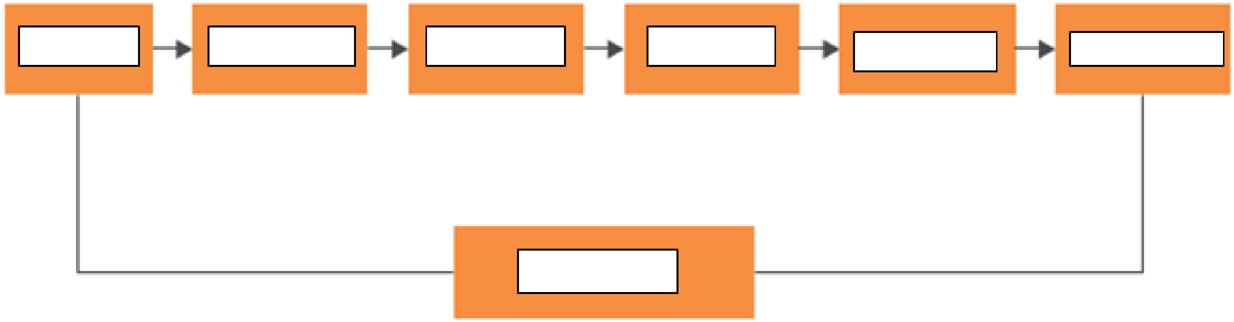


Self-Check -1	**Written Test**

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1) Describe Communication Media ____
____
____
____

2) Fill on the space given erased element of communication process



Communication process model

***Note:* Satisfactory rating - 2 points** **Unsatisfactory - below 1points**
You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = ___________

Rating: ____________

Name: _________________________ Date: _______________

Non-verbal communication

A. Communication achieved by not just using words
B. It is the process of coding or conveying meaning through behaviours such as facial expressions, gestures and body posture

C. Following appropriate lines of communication

- The choice of channel to communicate the message is very important in order to achieve understanding
- Communication can be Formal, Informal or Quasiformal

Formal communication channels:

A. These channels are officially defined pathways that follow the chain of command or hierarchy in organisations
B. These channels being official and holding authority are used to send letters, emails, policy statements or announcements

Informal communication channels

A. Some managers use these informal networks to facilitate formal communication channels or to gather information
B. Management by Walking Around (MBWA) –
   - Can result in better information and communication exchange
   - Needs to facilitate genuine engagement by senior managers rather than looking like an opportunity to check up on employees' activities
C. Takes a number of forms, such as unofficial networks that supplement the formal channels and the grapevine and gossip

Quasiformal channels

A. Quasiformal channels are planned communication connections between holders of various positions within the organisation
B. They are partly formal, and add additional channels between the formal and informal channels
C. Project teams or product committees are often used to help encourage innovation
D. This approach has been extended by the information age, which has provided organisations with new opportunities to link managers effectively through email, intranet and other electronic media tools

Self-Check -1	Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

True/ False

_____1. Communication achieved by just using words

_____2. Formal communication channels: used to send letters, emails, policy statements or announcements

_____3. Quasi-formal channels are planned communication connections between holders of various positions within the organisation

Note: **Satisfactory rating - 3 points** **Unsatisfactory - below 3 points**

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = ___________

Rating: ____________

Name: _________________________ Date: _______________

Communication Direction

One may assume that information is flowing both upwards from the employees, and downwards from management

These flows of communication in an organisation are important, but communication must also be able to move laterally

1. **Downward communication**
   A. Communication flows from one level of an organisation to a lower level
   B. It is used to implement plans and goals, explain policies and procedures, offer feedback on performance and give directions or instructions regarding job specifications and duties
2. **Upward Communication**
   A. Communication flows from a lower level of an organisation to a higher level
   B. Provides information to management about what is happening at an operational level
   C. It is important as it facilitates feedback regarding performance and progress of plans and goals; it notifies management of problems or potential problems; and it passes on complaints
3. **Lateral communication**
   A. Communication flows between members or employees in the same work group or department, or managers at the same level
   B. Serves an important function to facilitate coordination of the work undertaken

Self-Check -1	Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

Describe the three communication direction (3pt)

1. ____
____
2. ____
____
3. ____
____

Note: **Satisfactory rating - 3 points** **Unsatisfactory - below 2 points**

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = ___________

Rating: ____________

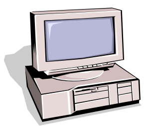
Name: _________________________ Date: _______________

Filing

Filing means storing information in a particular way

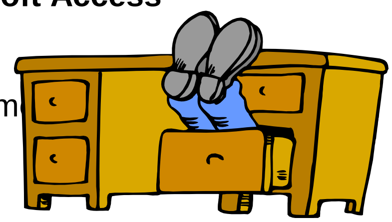
Filing can be either:

- **Manual** when paper documents need to be kept in cabinets
- **Electronic** when records are kept in a database on computer



A database is the name of the **software application** which stores records

An example of database software is **Microsoft Access**



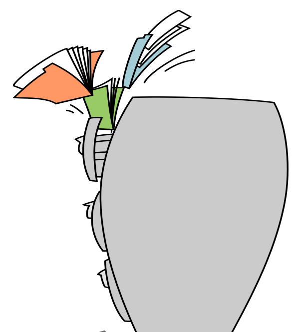
Data needs to be kept so that it can be accessed again at any time

WHAT MAKES A GOOD FILING SYSTEM?

The Essential Features

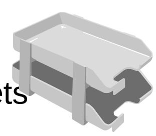
No matter the method of filing, it must be:

- **simple** and **easy** to use
- capable of **expansion i.e. 'future-proof'**
- **accessible** by all who need to use it
- **economical** in terms of cost and space
- **secure** from unauthorised access
- capable of keeping files **safe** from damage

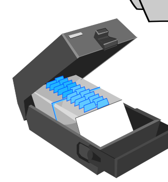


FILING EQUIPMENT

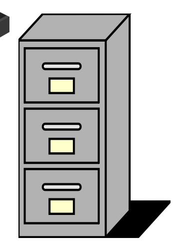
- **For Manual Filing**
  - Lateral filing cabinets
  - Horizontal filing cabinets
  - Box files



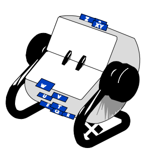
Trays



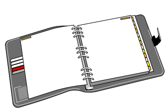
Card Index



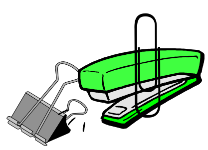
Vertical filing cabinets



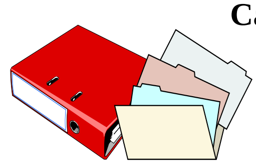
Rotary file



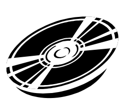
Filofax



Clips and staples

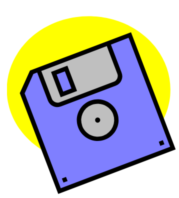


Folders



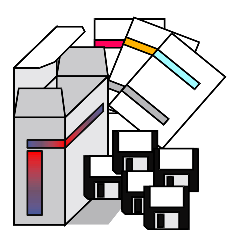
CD-ROM and DVD

METHODS OF FILING



Floppy Disc

Hard Disc



Database Software Eg. MS Access

For Electronic Filing

The order into which records are sorted

Alphabetical

- Records sorted alphabetically by surname or firm's name
- The name is the **filing point** simple and easy to use but not easy to expand long term because some letters of the alphabet are more common than others

Numerical

- Records sorted by account number or reference number
- The account/reference number is the filing point capable of endless expansion since a new customer is given next number but a manual system needs an alphabetical index to find customer's file

Chronological

- Records are organised in date order
- The date is the filing point
- All manual methods use this since the newest documents are placed at the front of the folder

Geographical

- Records are sorted according to **place** e.g. the town in the customer's address
- The town or city is the filing point
- The towns are arranged alphabetically could be used by sales representatives who cover different areas

Subject

- Records are sorted according to a **category** or **topic** e.g. like
- Books in a library with a crime section, travel section etc.
- The item is the filing point arranged alphabetically by itemcould be used by department stores or supermarkets where the names of the products stocked is the filing point

MANUAL FILING PROCEDURE

1. File regularly or it becomes a chore
2. Collect documents from 'out' trays or 'filing' trays
3. Only file documents which have a release mark such as
4. Decide the filing point i.e. the surname if alphabetical account number if numerical date if chronological
5. Pre-sort documents on desk
6. Working in one drawer at a time, remove the first file
7. Place the document at the front of the file
8. Replace file in the proper place in the drawer
9. Repeat the process till all documents are filed

Self-Check -1	**Written Test**

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Why is it necessary to file? ____ ____ __________

2. List 3 features of a good filing system, manual or electronic.
   ____
3. What do you understand by the term 'filing point'?
   ____
   ____
4. Which indexing method uses surnames as the filing point
   ____
   ____
   ____
5. Give a major drawback of using this method of indexing?
   ____
   ____
   ____
   ____
6. What is the major advantage of using numerical filing?
   ____
   ____
   ____
7. What is meant by chronological order?
   ____
   ____
   ____
8. How do all methods of filing use chronological order?
   ____
   ____
   ____
   ____
9. When would geographical filing be appropriate?
   ____
   ____
10. How would you know a document was ready for filing?
   ____

***Note:* Satisfactory rating - 10 points** **Unsatisfactory - below 3 points**

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = ___________

Rating: ____________

Name: _________________________ Date: _______________

Instruction Sheet	**LG28:**Participate in workplace meetings and discussions

This learning guide is developed to provide you the necessary information regarding the following **content coverage** and topics –

- Attending team meetings on time
- Expressing own opinions
- Making meeting inputs consistent with purpose and ***protocols***
- Conducting **Workplace interactions**
- Asking and responding questions
- Interpreting and implementing meeting outcomes

This guide will also assist you to attain the learning outcome stated in the cover page. Specifically, upon completion of this Learning Guide, **you will be able to –**

- Attend team meetings on time.
- Clearly express own opinions and those of others are listened to without interruption.
- Made meeting inputs consistent with the meeting purpose and protocols established.
- Conduct workplace interactions in a courteous manner.
- Ask and respond questions about simple routine workplace procedures and matters concerning working conditions of employment.
- Interpret and implement meetings outcomes.

Learning Instructions:

7. Read the specific objectives of this Learning Guide.
8. Follow the instructions described in number 3 to 7.
9. Read the information written in the "Information Sheets 1". Try to understand what are being discussed. Ask you teacher for assistance if you have hard time understanding them.
10. Accomplish the "Self-check 1" **in page -14.**
11. Ask from your teacher the key to correction (key answers) or you can request your teacher to correct your work. (You are to get the key answer only after you finished answering the Self-check 1).
12. If you earned a satisfactory evaluation proceed to "Information Sheet 2". However, if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Activity #1.
13. Submit your accomplished Self-check. This will form part of your training portfolio.

Information Sheet-1	Attending team meetings on time

Introduction

The term meeting refers to „a bringing together‟. In business terms this generally means bringing together different people with the common goal of reaching some type of objective or outcome.

Most businesses will have meetings, using a range of meeting types and styles.

Regardless of the meeting, it is important that every meeting has a purpose and provides value. It is not productive to have meetings for the sake of having a meeting, if there is no need for it.

Traditionally meetings take place using direct face to face communication; however with a wider range of communication technology becoming available every day, meetings can take between people who are physically located in all corners of the world.

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Pre-Meeting Preparation

- Decide if meeting is really necessary
- Are there decisions that need to be made?
- Is there time sensitive actions?
- What kind of meeting will be held (in-person, virtual, teleconference)?
- Advance prep will make you feel more confident and relaxed

Purpose

- Have a clear purpose
- Communicate purpose to attendees before meeting
- Meetings are for making decisions – not just updates
- Bring work product together that people cannot do on their own

Task Statements

- Use well-defined task statements
    - Instead of "communication planning" use "Decide on plan for website and Facebook pages"
- Include Action and expected Result
    - Create (action) a list of priorities for work on Strategic Plan (result)
    - Decide (action) on budget proposal for redesigning web site (result)

Manage the Attendee List

- Ensure only key people are invited
- Calculate the cost of the meeting (hours x number of people x salary/billable hour rate)
- Get the right people who can help make the decision or who are a stake holder on the decision
- Keep the wrong people out of the meeting

- Don’t include people who do not have a stake in the outcome
- Don’t include people who are not sufficiently knowledgeable on the topics
- Consider assigning delegates to represent groups

Important Topics

- Pre-discuss important topics with key people
- Avoid surprises
- Most important if topic is sensitive or important
- Approach key attendees before meeting to get input or agreement

Agenda

- Include every item that needs to be covered
- Include every decision that needs to be made
- For complex meetings, set time limit for each agenda item

Sample Agenda

1. Call to Order
2. Meeting Rules
3. Agenda Approval
4. Roll Call of Attendees
5. Unfinished Items from Previous Meetings
6. New Items of Business
7. Information Items
8. Announcements
9. Adjournment

In Person Meetings

Manage Meeting

- Actively manage meeting
- If off-topic comments are made, capture them in writing and return to main topic
- Make sure everyone participates by actively engaging them

Don’t Speculate

- Don’t try to make decision without all the information
- Get needed facts and information
- If you do not have all the facts, get it or adjourn till later

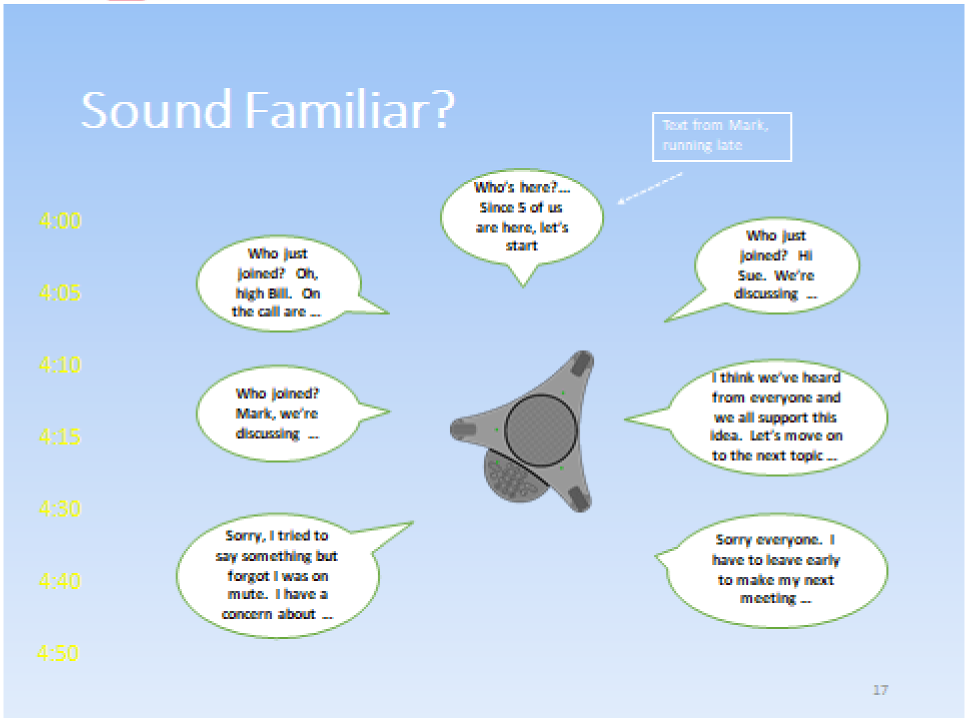
Next Steps

- Document the next steps
- Document action items
- Assign responsibility for actions
- Send out meeting summary immediately

Bring Snacks!

- Have snacks/refreshments appropriate for the meeting time
- Encourages attendance
- Softens onerous meetings

Virtual Meetings or Teleconferences



Vocal Cues

- Recognize voices
- Have people identify themselves before speaking
- Using internet phone can have pictures or names identified when speaking
- Is voice tone anxious? Angry? Frustrated?

Keeping People Engaged Virtually Does Not Happen by Accident

- Keep people multitasking during the meeting on task
- Tools
    - Online flipcharts
    - Quick polling
    - Hands-up
    - Verbal "Go-Around" the virtual table
    - Record ideas on paper

Keeping People Engaged

- Limit verbal conversations to max 8 people
- Ask provocative questions – prepared in advance
- Listen carefully and be prepared to paraphrase
- Assign meeting roles to keep people focused
- Maintain balanced participation

Time during Meeting

- 80/20 Rule: 80% active participation, 20% passive
- Build in time for pauses, reflections, paraphrasing
- Shift activities, energy every 5-7 minutes
- Save time for recap, actions
- Allow time to login, check phone coverage
- Set aside time for introductions, if needed
- Ensure all have time to contribute

Arranging Virtual Space

- Create a level playing field
- All have same information in same form/medium – on screen or in their hands
- Give time to read and reflect what's presented before discussion
- Some participants in one room together?
    - Remote participants are at a disadvantage
    - To avoid this, make all people remote

Can you hear me?

- Avoid use of mute unless noisy background
- Ask all to be in a quiet space, or use headset
- Avoid use of speaker phone, if possible, when people are gathered in several small groups
- Avoid noisy, distracted places

Visible Note Taking

- Use virtual flipchart or shared document for ongoing meeting notes
- Plan how participants can make comments, ask questions
    - Instant Messaging
    - Email
    - "Raising Hands" virtually
    - Regular Go-around

Characteristics of meetings

Regardless of the type and style of meeting or where the meeting participants are physically located all meetings will generally have similar characteristics

In essence meetings are planned events, with some form of structure and purpose are designed to:

- Get people together
- Get alignment towards a specific range of topics
- Provide information
- Brainstorm ideas
- Exchange ideas and thoughts
- Understand the topics discussed
- Reach confirmation and agreement
- Assign accountability and actions
- Decide on further action or strategy.

Identify need for meetings

As mentioned, every meeting must have a purpose. There must be a reason to get people together.

The purpose of a meeting must be clear for all participants. Nobody wants to come along to a meeting and give up his or her time when they are not sure what the out-come is going to be.

Prior to the meeting a number of issues need to be clarified.

These are just basic common sense questions that need to be answered.

Is the meeting necessary or can you solve the problem with a couple of quick phone calls?

Can these issues be discussed at another meeting? In other words do the issues really warrant a separate meeting?

Do you need to access other people's information or do you have enough information to solve the problem alone?

Generally a meeting has a two-fold purpose. Apart from aiming to solve and deal with an emerging issue, meetings generally aim to be informative and consequently use the opportunity to inform members about changes or new information that may affect them.

They aim to:

- Inform people and share information about new issues or developments
- Access new information and exchange information between participants at the
- meeting
- Make decisions by using those present to brainstorm ideas and offer solutions
- Review and monitor existing programs or project manage new ones.

Intention of meetings

The intention of meetings will normally be dictated by the outcome to be reached including:

- Problem-Solving Meetings – these meetings are designed to discuss and find solutions to existing or potential problems
- Decision-Making Meetings – these meetings are designed to get key persons to discuss a scenario, including their pro's and con's and to reach a suitable solution
- Planning Meetings – these meetings are focused on future events and are normally focused on developing strategies for implementation
- Feedback or Follows-Up Meetings – these meetings are mainly designed to communicate and discuss facts or events that take place during the normal course of a business. It also involves following up on situations previously discussed
- Combination Meetings – these meetings use a combination of the above. Most meetings generally will involve a range of information sharing, discussion and reaching decisions.

Key roles in meetings

Meetings held on a regular basis are usually attended by the same group of people who cumulatively are responsible for deciding certain outcomes. In order to achieve those outcomes in an orderly and fair manner, certain positions or roles are assigned to certain participants.

Key roles are generally:

1. Chairperson
2. Secretary
3. Treasurer

Study the following information about each person's responsibilities in accordance with their role.

Chairperson

It is the chairperson's responsibility to ensure the meeting's purpose is achieved. There are two ways the Chairperson can attain their position, they can either be elected or they can be appointed. Quite often, on small boards or committees, the person is elected, often because no one else wants the job.

On larger more formal boards the Chairperson may be nominated based on their expertise.

Some of their key responsibilities include:

They liaise with the secretary regarding the next agenda and contribute to its final copy

They ensure that the minimum numbers of peoples are present so that the meeting can take place (this is known as a quorum)

They open the meeting by welcoming participants

They make sure someone (normally the secretary) is taking the minutes

Attempt to move the meeting along at a timely and orderly pace. They do this by following certain protocol guidelines that may include ensuring that:

- Speakers direct questions to them
- Only one person speaks at a time
- Speakers only speak once on a motion
- Speakers remain focused on the topic of discussion
- Motions are properly moved and seconded and that this is recorded by the minute taker
- They remain objective and not allow someone to step outside of the guidelines or not address the issue in question
- They set the date, place and time for the next meeting.

Secretary

The secretary's position is integral to the efficient functioning of a meeting. Their duties are numerous and their tasks can be broken down into before, during and after the meeting.

Prior to the meeting taking place, they will be responsible for:

- Drawing up the agenda and sending out notices of meetings
- Preparing items and organizing correspondence
- Ensuring there is enough seating.

During the meeting, they will be responsible for:

- Taking a record of who is present, absent and reading out apologies for those absent
- Reading out the minutes from the previous meetings and any correspondence as a result of previous minutes
- Taking notes and minutes
- Action incoming and outgoing correspondence by reading it out to those in attendance.

After the meeting, they will be responsible for:

- Writing up the minutes from the meeting notes
- Following up on any correspondence
- Completing any tasks given from the meeting
- Preparing for the next meeting.

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- Writing up the minutes from the meeting notes
- Following up on any correspondence
- Completing any tasks given from the meeting
- Preparing for the next meeting.

Treasurer

A treasurer is in charge of ensuring the finances of the organization are kept in order. They must ensure bills are paid and income is deposited into the bank. They are also expected to report to the meeting on issues of finance. They will be expected to be able to provide participants with an up-to-date position on the committee's financial position.

Participants of meetings

When conducting meetings, it is vital that only persons who have a vested interest in the topics for discussion are included. All staff members in any business are normally very busy and don't want to waste time attending meetings that serve no purpose to them.

When deciding on the people who are to be invited to a meeting there are a number of questions that must be answered.

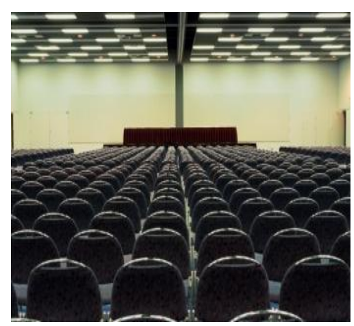
- Is this person required to play an active role in the meeting – speak, share information or make a presentation?
- Are the meeting topics relevant to the person?
- Does the person need to be actually at the meeting to receive the information or can it be delivered to them in another format?

Style of meetings

The style of a meeting normally refers to the location or layout of a meeting. It is aimed around the level of interaction and passing of information within the meeting.

Meeting styles will normally include:

- Round table – where ideas and views are shared
- Lecture – where one presentation is given with no feedback required
- Seminar - incorporating several presentations to a small audience, again with limited or no feedback
- Conference – where small to medium numbers of participants are involved and ideas are shared, at times collectively, in small groups or independently of each other
- Congress – large meeting over several days with many participants
- Exhibition or trade show with manned stands and demonstrations being visited by passers-by. Seminars may also be included
- Workshop – smaller groups with interactive discussion and
- planning)
- Training course – for the purpose of training involving sharing of information and/or practical skills
- Promotional event – to promote a brand, product or service
- Telephone conference call – where people are included in meetings via the telephone
- Video conference– where people are included in meetings via video.



The type of behavior that should be encouraged includes:

- Listening effectively/actively to others
- Being open to other's suggestions
- Ensuring that everybody is clear about what is being said and expected
- Mediating to ensure that amicable solutions are reached
- Negotiating issues so that all participants feel a consensus has been reached.

The Chairperson's role is to ensure that all participants are acknowledged and that they receive a fair go. In essence they will ultimately be responsible for ensuring the success or failure of the meeting.

Self-Check -1	Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

Column A		Column B
______1.	Chairperson's	a) where small to medium numbers of participants
______2.	Secretary	b) meetings via the telephone
______3.	Style of meetings	c) Taking a record
______4.	Conference	d) Ensure the meeting's purpose is achieved
______5.	Telephone conference call	e) Round table

Note: **Satisfactory rating - 5 points** **Unsatisfactory - below 3 points**

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = ___________

Rating: ____________

Name: ___________________________ Date: ________________

Present information and ideas clearly and concisely

I. Motions

A motion is normally a one-sentence statement that specifies the issue to be discussed. After the issue is discussed participants are asked to vote on it. These two processes together make a motion.

There are two main types of motions:

1. Independent

➢ An independent motion will deal specifically with the business raised at the meeting.

An independent motion could be “I move that we introduce a new restaurant menu commencing the first day of next month.

2. Procedural.

➢ These motions generally relate to procedures as opposed to a direct agenda item.

A procedural motion could be “I move that this meeting close by 9 pm tonight because the Hockey Club have hired the premises”.

II. Points of order

A point of order can be called when it is thought that the person speaking is not adhering to the topic or is speaking out of turn or simply taking too long to address the point.

Anyone can call a point of order – even while the person is speaking.

It is the Chairperson’s responsibility to decide on the point of order. In effect they act like the Person who holds the chair in Parliament. They rule on whether the person was out of line.

III. Amendments

- An amendment is simply an adjustment to a motion. It needs to be moved and seconded because it is a small change. "Amendments can be moved at any time during the debate on a motion but not after the mover is given the right of reply. A debate on amendments takes precedence over debate on the motion and follows the same order of debate as a motion, except that the mover of the amendment does not have the right of reply.
- "When an amendment is moved and seconded the chairperson will first ask the mover and seconder of the motion whether the amendment is acceptable. If the amendment is acceptable to the mover and seconder of the motion then the amendment is incorporated into the motion and debate will resume on the motion as amended. If the amendment is not acceptable to either the mover or seconder of the motion the debate starts on the amendment.
- The purpose of amendments is to clarify or improve the motion. Amendments cannot be used to thwart the intent of the motion and such amendments could be ruled out of order by the chairperson.
- If the amendment is lost, the original motion stands and discussion continues on that motion as before. If the amendment is passed, the motion now reads as determined by the amendment and is referred to as the amended, or substantive, motion".

IV. Order of debate

- After the motion has been accepted (that is, moved and seconded) those people responsible for moving and seconding the motion are given the first right of reply in that order.
- They can choose to speak or they can decline or they can „reserve‟ their right to speak. Then the Chairperson opens up the floor for debate by asking if anyone else would like to contribute to the discussion.
- If other participants decide to speak then once they have finished the Chairperson again offers the floor to the mover by offering them the right to reply.
- Once this process is repeated and no one else has anything to say, the Chairperson calls for a vote and if the majority of the participants vote for the motion, it is carried. In effect this means the motion is put down and becomes a binding consequence of that meeting.
- However, if more participants don't support the motion, then it is said to be lost and the motion is not voted in.

V. Reaching a solution

- Where possible, as the Chairperson, you should try to ensure that:
- All relevant information has been discussed
- Everyone has had the opportunity to contribute their information, ideas and recommendations. This will be discussed in the next section
- A solution can be reached

Nobody achieves success alone! Everyone benefits when we share our knowledge and encourage each other.

Self-Check -1	Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

Describe the three communication direction

1. List the two main types of motions(2pts)
   a. ____________________
   b. ____________________

Note: **Satisfactory rating - 2 points** **Unsatisfactory - below 1 points**
You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = ___________
Rating: ____________

Name: ___________________________ Date: ________________

There are good meetings and there are bad meetings. Bad meetings drone on forever, you never seem to get to the point, and you leave wondering why you were even present. Effective ones leave you energized and feeling that you've really accomplished something.
So what makes a meeting effective?

Effective meetings really boil down to three things:

1. They achieve the meeting's objective.
2. They take up a minimum amount of time.
3. They leave participants feeling that a sensible process has been followed.

If you structure your meeting planning, preparation, execution, and follow up around these three basic criteria, the result will be an effective meeting.

1. The Meeting's Objective

An effective meeting serves a useful purpose. This means that in it, you achieve a desired outcome. For a meeting to meet this outcome, or objective, you have to be clear about what it is.
Too often, people call a meeting to discuss something without really considering what a good outcome would be.

- Do you want a decision?
- Do you want to generate ideas?
- Are you getting status report?
- Are you communicating something?
- Are you making plans?

Any of these, and a myriad of others, is an example of a meeting objective. Before you do any meeting planning, you need to focus your objective.
To help you determine what your meeting objective is, complete this sentence:
At the close of the meeting, I want the group to ...
With the end result clearly defined, you can then plan the contents of the meeting, and determine who needs to be present.

2. Use Time Wisely

Time is a precious resource, and no one wants their time wasted. With the amount of time we all spend in meetings, you owe it to yourself and your team to streamline the meeting as much as possible. What's more, time wasted in a meeting is time wasted for everybody attending.
For example, if a critical person is 15 minutes late in an eight person meeting, that person has cost the organization two hours of lost activity.
Starting with your meeting objective, everything that happens in the meeting itself should further that objective. If it doesn't, it's superfluous and should not be included.
To ensure you cover only what needs to be covered and you stick to relevant activities, you need to create an agenda. The agenda is what you will refer to in order to keep the meeting running on target and on time.
To prepare an agenda, consider the following factors:

- Priorities – what absolutely must be covered?
- Results – what do need to accomplish at the meeting?
- Participants – who needs to attend the meeting for it to be successful?
- Sequence – in what order will you cover the topics?
- Timing – how much time will spend on each topic?
- Date and Time – when will the meeting take place?
- Place – where will the meeting take place?

With an idea of what needs to be covered and for how long, you can then look at the information that should be prepared beforehand. What do the participants need to know in order to make the most of the meeting time? And, what role are they expected to perform in the meeting, so that they can do the right preparation?

If it's a meeting to solve a problem, ask the participants to come prepared with a viable solution. If you are discussing an ongoing project, have each participant summarize his or her progress to date and circulate the reports amongst members.

Assigning a particular topic of discussion to various people is another great way to increase involvement and interest. On the agenda, indicate who will lead the discussion or presentation of each item.

Use your agenda as your time guide. When you notice that time is running out for a particular item, consider hurrying the discussion, pushing to a decision, deferring discussion until another time, or assigning it for discussion by a subcommittee.

3. Satisfying Participants that a Sensible Process Has Been Followed

Once you have an agenda prepared, you need to circulate it to the participants and get their feedback and input. Running a meeting is not a dictatorial role: You have to be participative right from the start.

Perhaps there is something important that a team member has to add. Maybe you have allotted too much, or too little, time for a particular item. There may even be some points you've included that have been settled already and can be taken off the list for discussion.

Whatever the reason, it is important you get feedback from the meeting participants about your proposed agenda.

Once in the meeting, to ensure maximum satisfaction for everyone, there are several things you should keep in mind:

- If certain people are dominating the conversation, make a point of asking others for their ideas.
- At the end of each agenda item, quickly summarizes what was said, and ask people to confirm that that's a fair summary. Then make notes regarding follow-up.
- Note items that require further discussion.
- Watch body language and make adjustments as necessary. Maybe you need a break, or you need to stop someone from speaking too much.
- Ensure the meeting stays on topic.
- List all tasks that are generated at the meeting. Make a note of who is assigned to do what, and by when.
- At the close of the meeting, quickly summarize next steps and inform everyone that you will be sending out a meeting summary.

After the meeting is over, take some time to debrief, and determine what went well and what could have been done better. Evaluate the meeting's effectiveness based on how well you met the objective. This will help you continue to improve your process of running effective meetings.

Meetings roles and responsibilities

You did all the right things to prepare for this meeting. You invited the right people, sent an advance agenda, started the meeting on time, but it went downhill from there. Preparing for a meeting is step one. Knowing your role and responsibilities and those of the other attendees is step two. A well run meeting has a facilitator, a leader, members and a recorder. Each role has specific responsibilities. If every role is not filled or its responsibilities not met, the likelihood of a successful meeting is greatly diminished.

1. Leader

The leader is the person who calls the meeting. It is his or her responsibility to:

- Set the agenda
- Select the participants
- Handle the preparations

The leader can provide information and express opinions throughout the meeting.

2. Facilitator

The facilitator is the person who actually conducts the meeting. It is the responsibility of the facilitator to:

- Keep the group focused
- Encourage everyone to participate

- Protect people from personal attack
- Suggest alternative approaches

The facilitator is neutral and neither contributes nor evaluates ideas.

3. Recorder

The responsibilities of the recorder may include:

a) Taking notes
b) Creating minutes
c) Writing on the flip chart
d) Accurately compiling the business of the meeting

Like the facilitator, the recorder is neutral and does not evaluate or contribute ideas.

4. Meeting Member

Every person in the room has the responsibility to actively participate. This is the role of meeting members. They are expected to:

- Contribute ideas
- Express opinions

Keep the recorder and facilitator neutral. It is possible to play multiple roles during a meeting.

However, you can only be in one role at a time. If you switch roles, you must announce to the group that you are doing so. Remember, in the role of recorder or facilitator you are neutral and cannot contribute ideas. It is the facilitator who manages the meeting. A skilled facilitator is essential to a successful meeting.

Self-Check -1	Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Effective meetings really boil down to three things(3pts)
   a) ____
   b) ____
   c) ____
2. The responsibilities of the recorder may include(4pts)
   a) ____
   b) ____
   c) ____
   d) ____

***Note:* Satisfactory rating - 7 points** **Unsatisfactory - below 3 points**

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = ___________

Rating: ____________

Name: _________________________ Date: _______________

Respectful workplace

A **respectful workplace** is one where all employees are treated fairly, difference is acknowledged and valued, communication is open and civil, conflict is addressed early and there is a culture of empowerment and cooperation.

WHY is it important?

- It supports a good mental health in the workplace
- Holds people responsible for their actions
- Fosters a workforce that embraces diversity
- Improves working relationships
- Improves problem-solving and conflict resolution
- Increases productivity and engagement
- Reduces workplace stress
- Supports a workplace culture of fairness and equity

How do we Create It?

- Recognize and value diversity
- Value the contributions of all employees
- Positive communication and collaboration (team work)
- Equal & fair treatment to all
- Listening to others
- Willingly & sincerely apologize to a co-worker when something you say or do may have offended them
- Ensuring communication, feedback, and workload planning
- Respectful workplace training

Work Culture

Patterns of accepted behavior' OR the things it's OK to do here.

We need to let people know what is not accepted… How do we do that?

- Family Pressure
- Financial Pressure/ Punishment
- Organizational Pressure/ Punishment
- **Social Pressure**

Immediate Consequences drive behavior….

What is Harassment?

- Harassment is a form of discrimination. It involves any unwanted physical or verbal behavior that offends or humiliates you. Generally, harassment is a behavior that persists over time. Serious one-time incidents can also sometimes be considered harassment.
- Comments or conducts that are abusive, offensive, demeaning or ought to be reasonably known as unwelcome.
- Can be intentional or unintentional.
- It is not your intent, but the effect it has on another person that matters.

Examples of Disrespectful behavior & Harassment	
- Yelling, shouting and or using profanity - Intruding on a person privacy by spying or stalking - Constantly interrupting	- Unwelcome remarks, innuendoes or taunting - Racial or ethnic slurs, including derogatory nicknames

- Spreading malicious rumors or gossip - Name calling and or making fun - Sarcasm or Rolling eyes - Offensive jokes - Demeaning, belittling or humiliating someone - Ignoring someone - Abuse of authority, undermining another's career	- Humiliation of staff in front of co-workers - Displaying or sending sexist, racist or other offensive pictures or emails - Actual or threatened physical assault - Insulting gestures - Threatening or bullying - Texting about others

Discrimination & Harassment can be…

- Employer to Employee (or potential employee)
- Co-worker to co-worker
- From a supervisor or from a subordinate
- Man to Woman or Woman to Man
- Man to Man or Woman to Woman
- Comments about a person friends or family or relationships (ex: wife, girlfriend or child)

Consequences…

Harassment and Discrimination for the Individual

Physical Effects	Social & Work Effects	Psychological Effects
Sleep Disturbances	Stress on Family	Depression
Loss of Appetite	Strained Relationships	Panic & Anxiety
Illness	Inability to Concentrate	Frustration
Headaches	Reduced Productivity	Anger
Panic Attacks	Increased Turnover	PTSD (Post-traumatic stress)
Heart Palpitations	Increased need for EFAP programs	Loss of Confidence
	Increased Demand on Management to Deal with Complications	
	Risk of Legal Action	

Personal Contact is the Most Effective

- **You can see each other's body language.**
- **You can have eye contact.**
- **You can feel the energy.**

TOXIC WORKPLACE

Toxic Chemicals vs. Toxic Humans

Take action!

Don’t allow anyone to poison your workplace

Self-Check -1	Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Define Respectful workplace____ ____ ____ ______________(3pts)
2. Four "C"
   a) ____
   b) ____
   c) ____
   d) ____

(4pts)

Note: **Satisfactory rating - 6 points** **Unsatisfactory - below 3 points**

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = ___________

Rating: ____________

Name: _________________________ Date: _______________

Process and distribute documentation from meetings

Processing documentation

Every meeting is different and hence the documentation to be prepared will vary depending on the meeting topics and outcomes.

- Documents that need to be prepared include:
- Minutes of the meeting – this was discussed in the previous section
- Copies of presentations – if a presentation was made during the meeting, it is important to prepare a hard or electronic version of this
- Copies of background information – this is information that was prepared as supporting evidence for discussion in the meeting
- Course of action and responsibilities – this is often documented in the minutes
- New information to help participants achieve allocated actions – any new information or research that may have been discussed or outlined in the meeting, which may help someone achieve their actions, stemming from the meeting. For example, the meeting may have resulted in allocating a participant to prepare a new marketing strategy and promotional budget. The collection and inclusion of previous year's information, may help someone in this task
- Agenda for next meeting – this helps participants to understand what is required and expected for the next meeting and what will be tabled for discussion in the next meeting. This gives participants ample preparation time.

Distributing documentation

Once the documents have been prepared they must be distributed in a timely manner. In many cases, the information contained within the documentation may be of a sensitive nature and therefore confidentiality must be adhered to.

The most common methods to distribute documentation include:

- Delivered personally – this is the best way as it not only ensures the documentation is received by the correct person, without others having access to it, but provides the opportunity to ask or answer any questions either party may have
- Email – this is a common method where participants are geographically separated as it allows instant and secure access to information in a cost effective manner
- Most documentation is prepared in electronic format, and many participants prefer to receive electronic information, over hard copy information, as is allows easier manipulation of information contained within. This method is also preferred to where large number of people are involved, it allows for a recipient to confirm receipt of documentation, and allows others to be copied into emails (normally superiors)
- Internal mail – this is a common way to send hard copy information between people in an organization
- Courier – this is used when hard and electronic (on a memory stick) documents need to be sent to a location where personal delivery is not possible and where prepared documents are preferred, such as a folder containing information in a

desired format. This saves the recipient having to print and compile information sent via email.

Acknowledge receipt of documentation

Regardless of the method chosen to send documents, it is important that the sender follows up to ensure:

- The documents have been received by the correct person
- The person understands what is required of them.

By ensuring that all necessary documentation is send and received, in a timely manner and in a method that is understood, momentum that was developed in the meeting can be maintained.

Inform colleagues regarding the outcomes of meetings

Types of information

- There are endless types of information that must be communicated to staff, through managers and supervisors, including:
- Upcoming events – specific events relating and impacting on the business, whether internally or externally generated
- Customer information – arriving VIP‟s and their requirements during a stay
- New policies and procedures – new rules or ways to conduct activities
- New products and services – including new menus, promotions, branding
- Customer comments – relaying of positive and negative comments regarding specific outlets or staff given by customers
- Staff movements – new or departing staff and opportunities for promotion
- Operational issues – day to day information aimed at improving operations.

Types of action

Whilst most communication required to be known by other managers, supervisors and staff is information, at times there are direct actions that need to be taken, either:

- Directly by management or supervisors
- Through staff in consultation and direction by management and supervisors.

Some types of action that must be communicated for implementation include:

- Conduct research – through internet research, collecting ideas from staff or asking and observing customers. This may relate to topics such as what products and services customers prefer, what items they are purchasing, areas for improvement in the eyes of staff and customers to name a few

- Prepare a presentation – based on the research, a presentation or report may need to be prepared for the next meeting
- Prepare a strategy or action plan – to encourage „ownership‟ of ideas, staff may work with managers to decide and draft a strategy to improve their departments operations
- Implement action – they may be required to implement a specific action such as a new policy or procedure
- Act on information – they may need to act on information provided by managers resulting from meetings. For example if a VIP is arriving, staff may need to ensure the room is prepared to his/her liking and preferences. It may be the preparation of a specific food such as a cookie.

Regardless of the type of action to be taken and the level of involvement of staff, the overriding responsibility still lies with the manager.

How to manage the effects of information or actions to be incorporated will be discussed in the next section.

Implement information and actions

When implementing information or actions it is essential that the person who will be doing the implementing have the necessary resources to do so successfully. These resources include:

- Responsibility
- Notification to others of that person's duties or level of responsibility and authority
- Accurate instruction
- Adequate training
- Necessary resources
- Sufficient time
- Constant feedback and communication.

Self-Check -1	Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What are resources for implement information and actions?(7pts)
   - ➢ ____
   - ➢ ____
   - ➢ ____
   - ➢ ____
   - ➢ ____
   - ➢ ____
   - ➢ ____

Note: **Satisfactory rating - 7 points** **Unsatisfactory - below 3 points**
You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = ___________

Rating: ____________

Name: ___________________________ Date: ________________

Instruction Sheet	**LG29: Complete relevant work related documents certain**

This learning guide is developed to provide you the necessary information regarding the following **content coverage** and topics –

- Completing range of ***forms*** relating to conditions of employment
- Recording workplace data
- Using basic mathematical processes
- Identifying errors in recording information on forms/ documents
- Completing reporting requirements to supervisor

This guide will also assist you to attain the learning outcome stated in the cover page. Specifically, upon completion of this Learning Guide, **you will be able to –**

- Complete range of ***forms*** relating to conditions of employment accurately and legibly.
- Record workplace data on standard workplace forms and documents.
- Use basic mathematical processes for routine calculations.
- Identify and properly act upon errors in recording information on forms/ documents
- Complete reporting requirements to supervisor according to organizational guidelines.

Learning Instructions:

14. Read the specific objectives of this Learning Guide.
15. Follow the instructions described in number 3 to 20.
16. Read the information written in the "Information Sheets 1". Try to understand what are being discussed. Ask you teacher for assistance if you have hard time understanding them.
17. Accomplish the "Self-check 1" **in page -14.**
18. Ask from your teacher the key to correction (key answers) or you can request your teacher to correct your work. (You are to get the key answer only after you finished answering the Self-check 1).
19. If you earned a satisfactory evaluation proceed to "Information Sheet 2". However, if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Activity #1.
20. Submit your accomplished Self-check. This will form part of your training portfolio.

Terms and definitions

- Awards Recognition received for outstanding achievement
- Extra-curricular activities--The clubs, organizations, and social or church groups in which one participates
- Fringe benefits--The extras provided by an employer such as paid vacations, sick leave, and insurance protection
- Qualifications- -The experience, education, and physical characteristics which suit a person to a job
- Resume A brief typed summary of one's qualifications and experience that is used in applying for a job
- Vocational preparation- -Any vocational courses and skills one has learned in high school or through work experience

Means of locating a job opening

A. Classified ads
   1. Newspapers
   2. Magazines
B. Employment offices
   1. Department of labor
   2. Private
C. Local labor union business office
D. School officials
   1. Teacher
   2. Counselor3Principal
E. Direct contact with employee

Methods of applying for a job

A. Letter
B. Telephone
C. In person

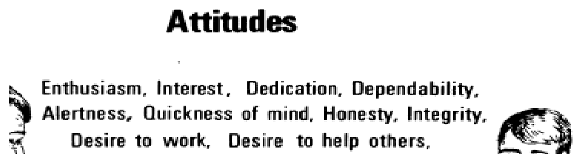
Information that may be asked on an application

A. Name and address
B. Phone number
C. Social Security Number
D. Personal information
   1. Age
   2. Sex
   3. Height
   4. Weight
   5. Physical limitations
E. Education
   1. Elementary
   2. High school
   3. College
   4. Other

F. Experience (Including military)
G. Next of kin
H. Previous employers
I. Reason for leaving last job
J. Type of job for which one is applying
K. References
L. Resume (optional)

Personal attributes or attitudes

A. Enthusiasm and interest
B. Dedication and dependability
C. Alertness, quickness of mind
D. Honesty and integrity
E. Desire to work
F. Desire to help others
G. Desire to improve one's self



Proper conduct during the interview (Transparencies 2 and 3; Student Handout#2)

A. Greet interviewer with a warm smile
B. Call interviewer by name (Mr., Mrs., or Miss Jones)
C. Introduce self
D. Shake interviewers hand firmly
E. Be seated only after interviewer has asked
F. Sit and stand erect; do not lean against the wall, a chair, or the
G. Do not put a 1)61 or coat on the interviewer's desk
H. Let the interviewer take the lead in the conversation
I. Answer questions completely
J. Be polite and courteous
    1. Do not interrupt
    2. Say "Yes, sir" or "No, sir"
K. Have resume and examples of work available for quick referen
L. Make an extra effort to express one's self clearly and distinctly
    1. Take time to think through every answer
    2. Use proper grammar
    3. Do not swear
    4. Avoid use of slang
    5. Try to understand the interviewer's position
    6. Look the interviewer in the eye
M. Be sincere and enthusiastic
N. Avoid irritating or distracting habits:
    1. Smoking, chewing gum, eating candy
    2. Giggling or squirming in chair
    3. Finger tapping and/or swinging a crossed leg
O. Do not try to flatter the interviewer
P. Tell the truth about qualifications and experiences
Q. Speak well of former employers and associates
R. Be positive
S. Accept competition gracefully
T. Watch for a sign that the interview is over
U. Thank interviewer for his time

V. Leave promptly at completion of interview

Writing a letter of application

A. Make sure the letter meets the standards below:

1. Attractive form
2. Logical arrangement of information
3. Free from smudges or typographical errors
4. Free from spelling or grammatical errors
5. Brief and to the point- Leave the details for the resume
6. Positive in tone
7. Clearly expressed ideas

B. The following information should be included in a letter of application

1. Type of position for which one is applying
2. Reason interested in position and firm
3. Ways one's training meets the employer's needs
4. Explanation of personal qualifications
5. Mention of resume
6. Request for interview

(NOTE: Be sure to include an address and a phone number where you can be reached.)

Making an appointment by phone for an interview

A. Steps to follow in making an appointment

1. Plan what to say before calling
2. State one's name and reason for calling

(NOTE: Remember that the receptionist is there to help you. Keep her on your side.)

3. Ask when would be the best time to come for an interview

(NOTE: Do not ask over the phone how much the job pays.)

4. Record the day, time, and place for the interview
5. Thank the receptionist for her help

(NOTE: Be polite and courteous. Remember that this is your first contact with the firm. Make that first impression a good one.)

Preparing a resume (Student Handout #4)

A. Standards for a resume

1. Logically organized
2. Neatly typed
3. Error free
4. In outline form
5. Limited to one page if possible
6. Honest listing of qualifications and experience

B. Information to include in a resume

1. Name, address, and phone number
2. Recent photograph
3. Personal data

A. Birth date

B. Age, height, and weight

C. Physical limitations

D. Marital status

E. Hobbies
4. Education
A. Schools attended
B. Dates of attendance
C. Major field of study
D. Awards and activities
5. Job preferences
6. Experience
A. Name and address of company
B. Length of time worked
C. Brief description of duties and responsibilities
D. Special training programs or courses
7. References (usually three)

(NOTE: Be sure to obtain permission before naming someone as a reference.)

Writing a follow-up letter

A. Make sure this letter meets the following standards:
1. Error free
2. Clean, neat, and arranged attractively
3. Free from spelling, punctuation, and grammatical errors
4. Sent within a day or two after the interview

B. Points to include in a follow-up letter
1. An expression of appreciation for the interviewer's time and interest
2. A summary of personal qualifications and interest in the position

(NOTE: Make this last bid for the job a prime example of your excellent work habits. Make the letter as clean, neat, and well worded as possible.)

APPLICATION FOR EMPLOYMENT

Do not print

Date ______________ Position applied for ______________

Name ______________ Height ________ Weight ________ Age ________

Address ______________ ______________ ______________ Telephone No ________
(Street or RFD) (City) (State)

Previous address ______________ Social Security No ________

Birthdate ______________ Birthplace ______________
(Month) (Day) (Year) (City) (State)

CHECK ALL THAT APPLY

_____ Female
_____ Male
_____ Single
_____ Married
_____ Widowed
_____ Divorced
_____ Separated

_____ Own home
_____ Rent
_____ Board
_____ Live (Parents)
_____ With (Relatives)
_____ Purchasing home

Number and age of dependents.
____
Relationship of dependents
____
Business or occupations of father
____
(or Husband) ______________

Interested in Temporary work _____ Full time _____ Part time _____ Saturday only _____
Salary expected ______________
Are you responsible for your entire support? _____ Others who are dependent on you for _____ their support Number _____ Ages _____
Nature of any physical defects ______________
Recent illnesses ______________
Date of last physical examination ______________

EDUCATION	Circle grade completed	Name of School	Location	Major Subject	Year Graduated
Elementary	1 2 3 4 5 6 7 8				
High	1 2 3 4				
Business or Vocational	1 2 3 4				
College or University	1 2 3 4 5 6				
Night or Correspondence	1 2 3 4				

Give details of any other educational training ______________
____

STUDENT HANDOUT #1

What are your hobbies? ____________________

In case of illness or emergency, notify. Name ____________________

Address ____________________

Relationship ____________ Telephone ____________

Why do you feel qualified for the position for which you are applying?

____

____

____

PREVIOUS EMPLOYMENT
(Last employment first)

From	To	Name & address of employer	Department-position duties salary	Reason for Leaving
Month / Year	Month / Year			
Month / Year	Month / Year			
Month / Year	/ Year			
Month / Year	Month / Year			

PERSONAL REFERENCES
(Do not give names of relatives or former employers)

Name	Address	Occupation
1.		
2.		
3.		

Do Not Write In Space Below

Interviewed by

Personality ____________________
Attitude ____________________
Ambition and initiative ____________________

Other remarks

Calmness ____________________
Physical qualities ____________________
Intelligence ____________________
Leadership ____________________
Appearance and grooming ____________________
Work best suited for ____________________

STUDENT HANDOUT #--DEAR KID

Dear Kid:

Today you asked me for a job. From the look of your shoulders as you walked out, suspect you've been turned down before, and maybe you believe by now that kids out of high school can't find work.

But, hired a teen-ager today, you saw him. He was the one with the polished shoe sand a necktie. What was so special about him? Not experience, neither of you had any. It was his attitude that put him on the payroll instead of you. Attitude son, ATTITUDE, He wanted that job badly enough to shuck the leather jacket, get a haircut, and look in the phone book to find out what this company makes. He did his best to impress me. That's where he edged you out.

You see, Kid, people who hire people aren't "with" a lot of things and we have some Stone Age ideas about who owes whom a living. Maybe that makes us prehistoric, but there's nothing wrong with the checks we sign, and if you want one you'd better tune to our wave length.

Ever hear of "empathy?" It's the trick of seeing the other fellow's side of things. I couldn't have cared less that you're behind in your car payments. That's your problem and the president's. What I needed was someone who'd go out in the plant, keep his eyes open, and work for me like he'd work for himself. If you have even the vaguest idea of what I'm trying to say, let it show the next time you ask for a job. You'll be head and shoulders over the rest.

Look kid. The only time jobs grew on trees was while most of the manpower was wearing G.I.'s and pulling K.P. For all the rest of history you've had to get a job like you get a girl: "Case" the situation, wear a clean shirt, and try to appear reasonably willing.
Maybe jobs aren't as plentiful right now, but a lot of us can remember when master craftsmen walked the streets. By comparison you don't know the meaning of "scarce."
You may not believe it, but all around you employers are looking for young men smart enough to go after a job in the old-fashioned way. When they find one, they can't wait to unload some of their worries on him.
For both our sakes, get eager, will you?

STUDENT HANDOUT #--SAMPLE LETTEROF APPLICATION

Mr. John Jones Personnel Director Jones Construction Company Box 19Anywhere, U.S.A.77704

Dear Mr. Jones:

Please consider me for the job of rough framing carpenter that you advertised in the Daily Chronicle.

The skills have learned in my high school vocational carpentry courses should qualify me for this job. I have had experience in all of the basic skills required in residential construction including the safe use of power tools.

I will be graduating from high school in May, and I would like to become a carpenter. A more complete description of my qualifications is given in the enclosed resume.

May I come for an interview any time at your convenience? I can be reached by phone at 377-3303 after 3:30 p.m. or by mail at 774 East Adams Street, Anywhere, U.S.A.77704.

Sincerely yours,

James F. SmithEncl.1

STUDENT HANDOUT #--SAMPLE RESUME
Name: James L. Smith
Address: 774 E. Adams St., Anywhere, U.S.A. 77704
Telephone:377-3303
Age: 18 years Height: 6’-1"
Weight: 180 pounds
Health: Excellent
Marital Status: Single
Education: Expect to graduate from high school May 1973Subjects Studied:
Student activities: Work experience: References:

Date compiled
Signature
Vocational carpentry--2 years (1080 hours)
Algebra--2 semesters
Geometry--2 semesters
Basic drafting--2 semesters
Industrial arts wood working--2 semesters

Student activities:

President, senior class
President, VICA
Treasure, Baptist youth fellowship
Carpentry contest, 1st place State, 3rd place National

Work experience:

Carpenter's helper, Jones Construction Co., summer 1972
Vocational Carpentry Class 1972-73, all phases of construction
Mr. Sammy Slave driver, Instructor

References:

Mr. Sammy Slave driver
Vocational Carpentry Instructor
Anywhere High School
Anywhere, U.S.A. 77704

Mr. John Nail driver

Construction Foreman

Jones Construction Company2330 Lake Shore Drive

Anywhere, U.S.A. 77704

Mr. Jimmie Smith Youth Director

Park View Baptist Church711 Fellowship Circle

Anywhere, U.S.A. 77704

Date compiled__________________

Signature______________________

STUDENT HANDOUT #SAMPLE FOLLOW-UP LETTER

Mr. John Jones
Personnel Director
Jones Construction Company
Box 19Anywhere, U.S.A. 77704

Dear Mr. Jones:

Thank you for interviewing me for the rough framing carpenter job in your firm. I feel that working for Jones Construction Company would be enjoyable and that I could do the general rough framing work that the job requires. I hope that I will have the opportunity to prove my worth.

The application form you gave me is enclosed.

I will be available for work May 15. You may call me at my home after 3:30 p.m. The number is 377-3303.

Sincerely yours,

James L. Smith

encl.

Self-Check -1	Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

I. Match the terms with a job application to the correct definition.

-----1. Brief typed summary of one's qualifications and experiences that is used in applying for

-----2. The extras provided by an employer such as paid vacations, sick leave, and insurance protection

-----3. Recognition received for outstanding achievement

-----4. The experience, education, and physical characteristics which suit a person to a job

-----5. Any vocational courses and skills one has learned in high school or through work experience

-----6. The clubs, organizations, and social or church groups in which one participates

A. Awards
B. Extra-a job curricular activities
C. Fringe benefits
D. Qualifications
E. Resume
F. Vocational preparation

***Note:* Satisfactory rating - 6 points** **Unsatisfactory - below 3 points**

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = ___________

Rating: ____________

Name: _________________________ Date: _______________

Information Sheet-2	Recording workplace data

Records are recorded information regardless of medium or characteristics. Records can be defined as "Information created, received and maintained as evidence and information by an organization or person, in pursuance of legal obligations or in the transaction of business". (ISO 15489-1, 2001)

All recorded information, regardless of media or physical characteristics, made or received and maintained by an organization or institution in pursuance of its legal obligations or in the transaction of its business. In machine-readable records/ archives, two or more data fields in predetermined order and treated as a unit. (International Council on Archives General

International Standard Archival Description (ISAD (G)) 1993
A records manager is responsible for the effective and appropriate management of information produced in and received by organizations, irrespective of the medium in which it exists. The role is developing in scope due to increased understanding of the value of effective knowledge and information management, particularly within the public sector. The demands of legislation, such as FOI, and SOX have also broadened the range of settings in which records and information management professional work.

Self-Check -1	Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Define Record.____
   ____
   ____
   ____(3pts)

Note: **Satisfactory rating - 3 points** **Unsatisfactory - below 2 points**

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = ___________

Rating: ____________

Name: _________________________ Date: _______________

Math's in the workplace

People who work in primary industries often need to use mathematical skills. The ability to perform basic calculation is essential to the efficiency and productivity of farms and other rural enterprises. Examples of mathematical tasks that might be required in the workplace include:

- Estimating the area of a paddock and the quantity of seed and fertilizer required to sow a crop
- Counting livestock in a paddock or yard
- Calibrating a spray unit before applying a pesticide
- Tallying the sheep shorn by each shearer
- Measuring a length of timber before cutting it
- Calculating the number of fence posts required to construct a fence.

Mathematical skills used regularly in agriculture, horticulture and land management involve:

- Counts and tallies
- Estimation
- Measurement and calculation
- Tables and graphs

Counts and tallies

Counting is a basic but essential skill in rural workplaces. A wide range of things need to be counted accurately, for example:

- Fence posts lying in a pile
- Bags of fertilizer
- Native tree seedlings in tubes
- Wool bales in a shearing shed
- Crates of fruit.

Livestock need to be counted accurately in both paddocks and yards. Sheep are usually counted in two's or three's as they move through a gateway.

Where more than one group or class is being counted at the same time, a tally system is used. For example, weaner cattle might be weighed before starting a supplementary feeding program. The weight of each animal could be recorded individually against its ear tag number. Alternatively, a tally might be kept of the number of weaners in each weight class. A series of strokes in groups of five is often used when making a tally as shown in Table 1 below:

Table 1 – Using tallies on a farm

TALLY OF WEANER WEIGHTS		
150 – 200 kg	卌 卌 |||	13
200 – 250 kg	卌 卌 卌 ||	17
250 – 300 kg	卌 ||||	9

The weaners might be weighed on a regular basis during the feeding program using the same system. The results can then be used to determine the average growth rate and identify groups of weaners ready for sale.

Estimation

An estimate is an approximate count or measure, or a rough calculation. Estimations are often used in rural enterprises and with practice can be quite accurate. There are a number of practical reasons for using estimations rather than exact counts, measurements and calculations. These include:

1. The required measuring device may not be on hand or practical to use in a particular situation. Examples of estimations that can be used in these circumstances include:
    - The distance across a paddock and its area can be estimated by pacing. That is, by walking across the paddock taking steps of approximately one meter, the length of the paddock can be estimated.
    - Livestock weights can be estimated by assessing each animal visually. Fleece weights must be taken into account when determining the liveweight of sheep.
    - The quantity of fuel remaining in a drum or tank can be estimated with a clean dipstick. The dipstick is carefully put through the opening to stand on the base of the container. The volume of fuel is estimated from the fraction of the dipstick that is wet when withdrawn from the tank.

2. It may not be practical to count objects individually. For example:
    - The number of bales of hay in a shed or on a truck can be estimated by counting and multiplying those visible along the length and breadth of one deck of the stack. This result is then multiplied by the number of decks in the stack.
    - The number of tree seedlings set out in the standing-out area of a nursery can be estimated rather than counted individually. A count of one row multiplied by the number of rows will give a fairly accurate estimate.
    - The number of sheep in a set of yards can be estimated by counting one pen and gauging how full the rest of the pens are.

3. Estimations are used to check the accuracy of calculations. This is particularly important to ensure that the magnitude of the answer is correct. That is, the

decimal point is in the correct place or the number of zero's is correct. For example:

- A worker might be asked to calculate the quantity of concrete needed to pour a slab for a small shed. He or she will not be popular with the boss if twenty cubic meters (20m3) of concrete is ordered instead of the two meters (2m3) needed. A quick estimation would have shown that the first answer was far too large and a mistake had been made.
- A particular herbicide should be diluted with water by a ratio of one to twenty (1:20). That is, 50 milliliters (50mL) of herbicide is added to one liter (1L) of water. The herbicide will not be effective if it is diluted by an extra factor of ten (that is 5mL (0.005L) of herbicide to one liter (1L) of water).

Tables and graphs

Tables are a convenient format for recording and reporting data. They are arranged in columns and rows, often with headings for each. Once the raw data has been entered, calculations can be made such as averages and totals. Data set out in a table format lends itself well to the use of spreadsheets.

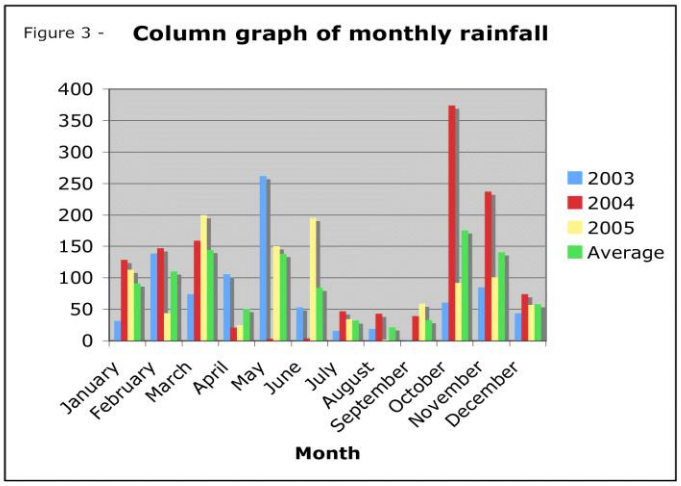
Table 3 - Monthly rainfall (mm)

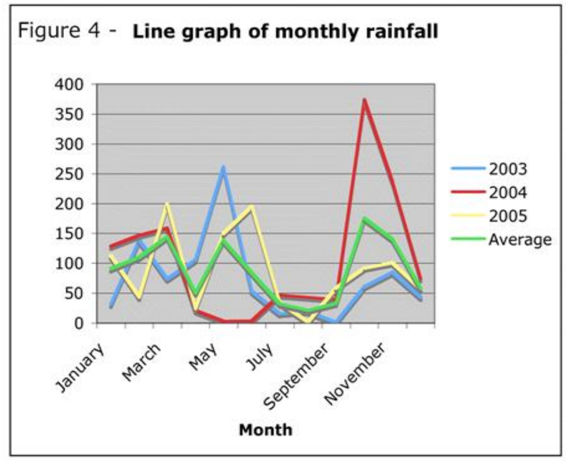
	2003	**2004**	**2005**	**Average**
January	32	129	113	91.3
February	139	147	44	110.0
March	74	159	200	144.3
April	106	21	25	50.7
May	262	3	150	138.3
June	53	4	195	84.0
July	16	47	34	32.3
August	19	43	2	21.3
September	1	39	59	33.0
October	61	374	92	175.7
November	85	237	101	141.0
December	44	74	57	58.3
Year Total	**892**	**1277**	**1072**	**1080.3**

Table 3 above shows the monthly rainfall figures for the years 2003 to 2005. The rainfall was measured and recorded on a property on the mid-north coast of New South Wales. The right-hand column contains the average rainfall for each month over the three years. The bottom row shows the annual rainfall total for each year as well as the average total for the three years.

Reading and interpreting data from a graph can be difficult as a series of numbers need to be compared. A graph constructed from the table above provides a visual representation that can clearly show peaks, troughs and trends in the data.

Two common types of graph are the **column graph** and the **line graph**. Both types of graphs drawn from the data in Table 3 are shown in Figures 3 and 4.





Both graphs clearly show the monthly rainfall trends found in the table, although the actual figures can only be estimated. The key on the right hand side indicates which year is represented by each colour.

The line graph shows more clearly than the column graph the variations in rainfall between the years. However, line graphs can only be used when the data is sequential. In this case the sequence is across time. Where the data represents a set of unconnected events, such as average rainfall from a set of randomly chosen properties, a column graph should be used.

Self-Check -1	**Written Test**

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Two common types of graph are the ____________________ and the ____________________.(2pts)

Note: **Satisfactory rating - 3 points** **Unsatisfactory - below 2 points**

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = ___________

Rating: ____________

Name: ___________________________ Date: ________________

Introduction

Administratively, incorrect or inconsistent data can lead to false conclusions and misdirected investments on both public and private scales. For instance, the government may want to analyze population census figures to decide which regions require further spending and investment on infrastructure and services. In this case, it will be important to have access to reliable data to avoid erroneous fiscal decisions.

In the business world, incorrect data can be costly. Many companies use customer information databases that record data like contact information, addresses, and preferences.

For instance, if the addresses are inconsistent, the company will suffer the cost of resending mail or even losing customers.

When preparing financial documents, your organization may have a policy requiring separation of duties. This means that a single employee should not perform a series of flow-on tasks such as receiving cash, issuing receipts and preparation of banking. By separating duties (sharing them between several employees), an organization can reduce the likelihood of theft or fraud.

Another important way to protect an organization's physical resources is to maintain a detailed and up-to-date asset register (register of equipment owned). This gives the Organization are cord of all equipment owned, and in the event of theft or damage, an insurance claim can easily be prepared.

Identifying, rectifying and referring errors

There will be times when you are checking or processing financial transactions in your organization and you identify an error or discrepancy which needs to be rectified (corrected.)

You may be able to do this yourself. If you are unable to do this because you don't know how, or you are not authorized to do so, you will need to refer the discrepancy to an authorized work colleague.

Discrepancies may occur for a variety of reasons, including:

- Miskeyed data; for example, making a mistake when entering information such as an item code, price or quantity;
- Arithmetic errors; for example, adding amounts together instead of subtracting
- Counting errors; for example, incorrectly counting cash in a trial balance.
- Accounting errors; for example, entering debit amounts as credits.

When discrepancies occur on financial documents the consequences may vary depending on the type of document, the extent of the discrepancy and the period of time which has elapsed before the discrepancy is detected. For example, a discrepancy on a tax invoice may meanthat a client is overcharged or undercharged, and a discrepancy on a purchase order couldresult in an incorrect quantity of goods being supplied.

Documents and transactions

All organizations purchase goods and services as well as sell goods and/or services. Invoices and credit notes are generated as a result of both types of transactions.

These include:

- Purchase invoices
- Purchase credit notes
- Sales invoices
- Sales credit notes.

Purchase invoices

A purchase invoice is created within an organization as a result of an order being raised and atax invoice being received from a supplier. A purchase invoice (or purchase order) is theinvoice that a supplier sends when they ship the items. It is generated from a computerizedaccounting system. The purchase invoice reflects the information contained in the tax invoicefrom the supplier.

Purchase credit notes

A purchase credit note is a financial document created within an organization as a consequence of a credit being issued by a supplier. It is raised within the accounting department of the purchasing organization.
Purchase credit notes may be raised when:

- Goods have been returned to the supplier (for example, they are faulty or no longer needed)
- The supplier has charged the wrong amount
- The supplier hasn't supplied the correct goods.
- A purchase credit note will show:
- Contact details of both the supplier and the client
- A credit note number
- Date of issue

Guidelines for reconciling journals

Completed journals are totaled and reconciled against the source documents to ensure theyhave been accurately entered. This means that each figure is checked to ensure that it hasbeen entered correctly. If you are using an electronic accounting system, journals are totaledautomatically.

Maintain financial records

If you are using a manual system, each journal should be checked to ensure that each column adds up and that the total of the source documents plus the GST equals the total of the relevant journal.

Procedures for totaling adjusted journals

Totaling journals is a form of cross-checking to make sure all the details entered are correct.

You can total each section of the journal to ensure that the sum of the sections is the same as the overall total for the journal.
For example, to total the Sales Returns and Allowances Journal, calculate the total sales returns plus the total GST payable. This should equal the overall journal total. Most journals are totaled in a similar way.

Accuracy

As with all financial transactions, it is critical that journal entries are accurate. Journals form an early part of the whole bookkeeping cycle. The journals posted to the general, debtors(accounts receivable) and creditors (accounts payable) ledgers need to be accurate to ensure that the flow-on information is accurate, reliable and valid.
Here is an overview of the bookkeeping cycle:

As the information in the journals forms the basis of the ledgers, trial balance, profit and loss and balance sheet, it is essential that all journals are cross-checked against the source documents and proofread. The cash payments journal should be cross-checked against cheque butts and bank statements. The cash receipts journal should be cross-checked against the receipt book, cash register roll and bank statements. You should report any errors to your supervisor and make sure they are corrected as soon as possible.

Promptness

Just as the accuracy of journal entries is critical, it is essential that journal entries are made promptly to ensure that an organization's financial reports are completed within designated timelines.

- If source documents are not entered into journals promptly, there is also a risk they may be misplaced or overlooked.

- If journals are not updated promptly, the reports which flow on from the journal (ledgers, profit and loss statements and balance sheets) will not accurately reflect the current financial situation of the organization.

Discussion topics

Learners in a classroom can form a discussion group or have a debate. Those in the workplace might like to brainstorm these ideas with their colleagues. If you are learning independently, you might like to set up a chat room with other learners or ask a friend for their opinion.

- Nearly every organization now has a computerized accounting system. There shouldn't be any errors on financial documents if they are generated electronically so there is no need to check the source documents for accuracy.

- All finance systems are the same, so the organizational procedures regarding maintaining financial records and correcting errors should also be the same in every organization.

Summary

- Daily financial records must be maintained according to organizational requirements.
- It is essential that daily financial records are maintained accurately and in a timely manner to minimize errors.
- All credit and debit transactions must be accurately entered into relevant journals promptly and according to organizational procedures.

If errors are identified, they need to be rectified promptly or referred to designated persons either within your organization or external authorities such as banks.

Self-Check -1	Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What are clue of incorrect or inconsistent data?

2. Define what Accuracy mean.

Note: **Satisfactory rating - 2 points** **Unsatisfactory - below 1 point**

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = ___________

Rating: ____________

Name: _____________________________ Date: _________________

Definition

What is reporting?

I define enterprise reporting (or management reporting) as the regular provision of information to decision-makers within an organization to support them in their work. These reports can take the form of graphs, text and tables and, typically, are disseminated through an intranet as a set of regularly updated web pages (or "enterprise portal"). Alternatively, they may be emailed directly to users or simply printed out and handed around, in the time-honored fashion.

Types of reports

- **Metric Management**

In many organizations, business performance is managed through outcome-oriented metrics. For external groups, these are Service (SLAs). For internal management, they are Key Performance Indicators (KPIs). Typically, there are agreed targets to be tracked against over a period of time. They may be used as part of other management strategies such as Six Sigma or Total Quality Management (TQM).

- **Dashboards**

A popular idea is to present a range of different indicators on the one page, like a dashboard in a car. Typically, vendors will sell you "canned reports" (predefined reports with static elements and fixed structure). However, this approach should allow users to customize their dashboard view, and set targets for various metrics. It's common to have traffic-lights defined for performance (red, orange, green) to draw management attention to particular areas.

- **Balanced Scorecards**

A method developed by Kaplan and Norton that attempts to present an integrated view of success in an organization. In addition to financial performance, they also include customer, business process and learning and growth perspectives. (You should read about this if you're not sure what kinds of things to report on.)

Out of scope

- **Ad Hoc Analyses**

Typically undertaken once to deal with a specific initiative, and then never revisited. They often involve building a model in a spreadsheet to allow exploration of "what-if" scenarios. Alternatively, they may take the form of a written brief or one-off report for management.

- **Interactive Querying**

Best exemplified by OLAP, this refers to specific technology thatallows an analyst (or savvy manager) to manipulate directly the presentation of data.
The analyst can select dimensions (e.g. time, location, department, employee etc.) and "drill-down" (expand) and "roll-up" (collapse) the data.

- **Data Mining (and Advanced Statistics)**

Here, techniques such as neural networks and machine learning are used to discover novel, interesting and useful patterns in the data. This is best suited for analyses such as classification, segmentation, clustering and prediction.

Why are we doing this project?

It's important to understand the rationale for the reports in the first place. If your organization has a formal business case - great! Chances are, you won't, so you will need to appreciate why the sponsor (or client, or stakeholders) have worked out cash to make it happen. Here are some possible scenarios, grouped by rationale:

Scenarios Cost Reduction Benefit Increase Change in Environment Political Considerations

- ✓ Legacy system too expensive to run
- ✓ Legacy system too slow and clunky
- ✓ Employees waste too much time
- ✓ Reports are flaky or old-fashioned
- ✓ Users need new features
- ✓ More users or reports than before
- ✓ Incomplete or unintegrated data
- ✓ Increase reliability and quality of reports
- ✓ Mergers, acquisitions and spin-offs
- ✓ Source systems shutting down
- ✓ New systems employed
- ✓ Training requirements of staff changed
- ✓ Legal or regulatory shifts
- ✓ Sponsor needs erotic project
- ✓ Someone needs to keep you busy
- ✓ Showcasing your organization's prowess
- ✓ Part of program to drive cultural change

Project factors
You should be sensitive to the relative importance of the following factors, as trade-offs between these must be made continually throughout your project:

- **Time** - Remember to consider both elapsed time and effort (staff-hours). Project Management methods will help you with this aspect.

- **Cost** - Don't forget to include risks, opportunity costs, labor, the cost of capital and the time value of money. You should think about employing Total Cost of Ownership (TCO)methods here.

- **Quality** - You need to wear different hats for understanding quality, ranging from" meeting the users' expectations", to "conformance to specifications".

- **Scope** - Not all features for everyone can be delivered straight away. You might want to look at pilots, phased roll-outs and vendor trials to lower your time, cost or quality risks.

Design levels

In addition, each of these plays out at different levels of your project:

- **Project** - Development of overall reporting system. The project manager or vendor delivering the system will be most concerned about trade-offs here.

- **Report** - Design and deployment of each report. This is the realm of report designers and business analysts.

- **Delivery** - Regular publication and distribution of report set. The person responsible for the day-to-day publishing of reports will make these decisions.

- **Usage** - Browsing and access of reports by users. Here, report users who experience the system first-hand should have primary consideration.

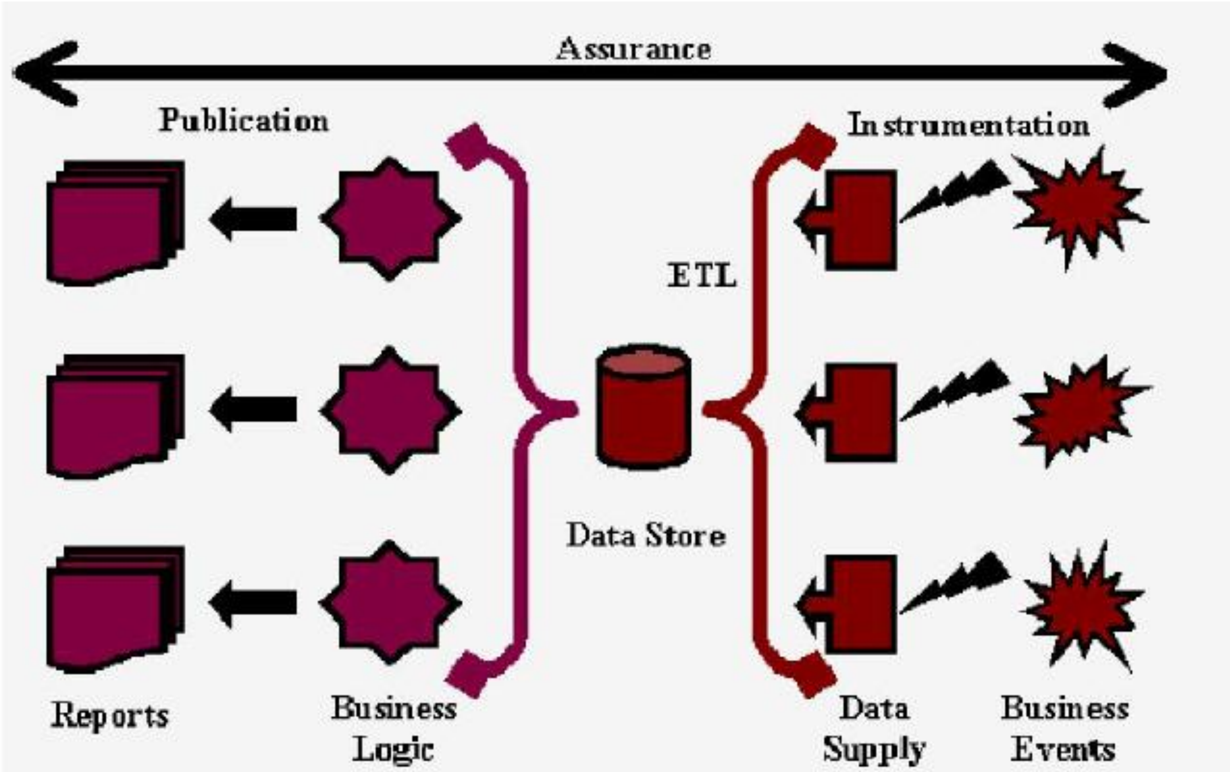
For example, you may decide to deliver the entire reporting system in a way that is very quick and cheap, but makes it clunky and expensive to add new reports. Or you may deliver a system that is an absolute pleasure for users to view their reports - on those occasions when it works. The inherent tension between sponsors, developers and users will be played out in the trade-offs the requirements analyst makes. Understanding what has been before - and why it is no longer - will help.

The flow of information through an organization is extremely political. In addition to turf wars and ownership disputes, changes will be resisted and have unpredictable consequences. You should anticipate grief and hassle when it comes to defining even basic concepts such as *customer*, *employee*, *sale* and *order* as they will mean different things to different people in your organization.

Components *what makes up an enterprise reporting system?*

While no two environments are going to be the same, there is a generic pattern that is common across organizations and technology architectures. A map or overview is provided here:

Overview of reporting system



Note that report user needs (or business requirements) go from left to right, while data flows back from right to left. As such, the assurance process covers the entire value chain and moves back and forth, ensuring that reporting requirements and information delivery are properly aligned.

Components of reporting system

These enterprise reporting components are described below:

- ✓ **Instrumentation** - A device that measures some aspect of the real-world as events and records them

Examples: Cash register, web server, handheld GPS, thermometer, card reader.

- ✓ **Data Supply** - A system that takes recorded events and delivers them reliably to another system. The data supply can be "push" or "pull", depending on whether or not it is responsible for initiating delivery. It can also be "polled" (or batched) if the data are transferred periodically, or "triggered" (or online) if data are transferred in case of a specific event.

Examples: Log files FTP script, SQL process, EDI, web service.

- ✓ **ETL** - Extract, Transform and Load. The step where these recorded events are checked for quality put into the appropriate format and inserted into the data store.

Examples: Most data warehouse and Enterprise Application Integration (EAI) vendors sell this as part of their suite.

- ✓ **Data Store** - The repository for the data and metadata

Could be a flat file or spreadsheet, but usually a relational database management system (RDBMS) setup asa data mart, data warehouse, operational data store (ODS), sometimes employing cubes (OLAP).

Examples: MySQL, MS SQL, Oracle, Lotus Notes.

- ✓ **Business Logic** - The explicit steps for how the recorded events are to be converted into metrics, often implemented in a script (e.g Perl) or query (e.g. SQL)

Examples: Minute-by-minute temperature readings yield the "monthly average daily maximum" by adding and dividing in the correct sequence.

- ✓ **Publication** - The system that builds the various reports and hosts them (for users) or disseminates them (to users). Users may also require notification, an notation, collaboration and other services.

Examples: PHP, Crystal Decisions, Lotus Domino.

- ✓ **Assurance** - Any enterprise reporting system must offer a quality service to its user base. This includes determining if and when the right information is delivered to the right people in the right way.

Examples: Service monitoring and alarming, user surveys, audits, focus groups, change requests and fault management.

Interfaces

Note that usually most of these systems are already in place (in some form or other) and controlled by other parts of the organization. For example, Enterprise Resource Planning (ERP) and Customer Relationship Management (CRM) could be *source systems* responsible for instrumentation, data supply and ETL. Also, the data store is likely used for *transaction processing* too by Finance, Sales and Marketing and HR. Similarly, whoever is responsible for IT Governance may also take a strong interest in the assurance aspects of enterprise reporting?
The extent to which these established components are a help or a hindrance will be a key determinant in the success or otherwise of your project.

Elements *what goes into enterprise reports?*

Well, the actual tables, graphs and other elements are up to you. But I can give some pointers on the kinds of things that are generic:

Elements of reports

- ✓ **Title** - You need both a long (descriptive) and short (simple) title for each report.

Report ID - Should be short and unique, and allows users to specify exactly what report they're looking at. These IDs, titles and other labels may need to apply to sub-reports and report elements too (e.g. graphs and tables). Working out a sensible scheme can be very demanding.

- ✓ **Appearance** - Ideally, the reports should fit with your organizational color scheme, fonts and layout and be badged appropriately. Make sure the colors are web safe, printer friendly and acceptable to the color-blind.

- ✓ **Sources** - You need to specify the source systems for each report.

- ✓ **Dates** - Include the date of the business events, data collection, report production and report presentation. Most likely, they will all be different dates and will help users assess the timeliness of it.

- ✓ **Report Owner** - What is the name of the person who owns this report? (That is, the person responsible for getting value out of it.)

- ✓ **Report Description** - A few sentences describing the report, who should use it and for what purposes will be very helpful.

- ✓ **Definitions** - This is where you explain what events or entities are being counted, and what calculations are used to derive new figures. For example, for "New Accounts per Month" you would need to specify whether that includes e.g. test accounts, re-activated accounts etc. Also, is that per calendar month, or every four weeks?

- ✓ **Legal Notices** - You should put in any copyright notices, disclaimers. Also, specify the level of confidentiality - is this report secret or commercial-in-confidence?

- ✓ **Quality Status** - You should flag whether a report is draft, provisional, accepted, amended etc.

- ✓ **Contact Details** - Put the name, telephone number and email address of the person for queries about the contents of this specific report (usually the subject matter expert I your organization).

Publishing *what do I need to consider when publishing reports?*
Most knowledge-workers can knock together a spreadsheet and automate it to spit out neat looking reports. What turns a chart or table into a high-quality management report is the *publication process*. This has little to do with technology and a lot to do with effective management. What follows are some items to consider and discuss with key stakeholders, broken down by *Technical Architecture, Publishing Environment and User Experience*:

Technical architecture

- ✓ **Platform** - It's important to be clear what platforms will be used to access the reporting application. What needs to be supported in terms of network bandwidth, response time, screen-size, colors, operating systems and other software, processing grunt, memory and so on? People will be most unhappy when they discover they can't get the whizz-bang new Flash-based reports on their Blackberry.

- ✓ **Delivery Method** - You've still got to deliver the file to a user's machine. Broadly speaking, you can employ "push" methods (where the reports are pushed out to users via e.g. email) or, more commonly, "pull" approaches (where users initiate the request).

Various methods are employed including HTTP, FTP, RSS and SQL. Depending on your IT environment, reports can be accessed by sharing hard disks. And don't forget Sneaker Net - copying the reports onto a CD, floppy disk or flash disk and physically carrying it around.

- ✓ **File Format** - In a similar vein, specify the acceptable file formats for reports. This will determine what applications can read the reports and what functionality can be incorporated. Common types include plain text (everything), csv (spreadsheets), HTML(web browsers), XML (specialized software), PDF (Adobe Acrobat) and XLS (Excel).

Availability - In terms of internet publishing, it's natural to think about 24/7/365 i.e. reports are available all the time. However, talk to any engineer and they'll tell you that99% (of that time) is definitely doable, but that "five nines" 99.999% is unachievable -and unwarranted - without a NASA-type effort. Since we're talking about management reports, it is reasonable to restrict the uptime to normal business hours (say, 8am to6pm, Monday to Friday), and downtime (planned or unplanned) of even half a day or more should not be a calamity for your organization. If delays or outages like that are not acceptable, it's a sign you're instead dealing with *operational* reporting.

- ✓ **Dimensioning** - Chances are your reports have to reside on a computer somewhere.

This means you need to think about network connectivity and storage space. Before you rush out and buy something, think carefully about (

a) How many reports are we talking about?
b) How many users can we expect? And
c) How much growth are we expecting?

You'll need to get out an envelope and work out how much disk space to purchase (allow for storing various logs, datasets, reports, plus archives). Next, for network connectivity (bandwidth) you'll need to gauge the peak throughput - start by estimating the maximum number of simultaneous users and then multiply by the maximum individual download speed. I'd suggest that a particular management report shouldn't take more than 30 seconds to view (including query time, network latency and rendering delay). You can do more fancy things with queuing analysis, but this should suffice for most purposes.

- ✓ **Business Continuity** - While there's a range of backup and fail-over hosting solutions on offer, the tricky bit with business continuity planning is get a handle on how serious

Outages really are. For management reporting, it's unlikely that an hour or two of downtime will send the business broke. Rather than pumping cash into hosting your reports in converted ICBM missile silos on three continents, you're better off following sound backup practices (store them off-site and regularly test your backups!) and having a "Plan B" for production of critical reports (by hand, if required) and delivery (Email or - if desperate - hard copy mail outs).

Publishing environment

- ✓ **Archiving** - This is where you preserve a "snapshot" of the reports at a specific point in time. While everyone wants this, you need to ask them:

- Why?
- Is it for auditing purposes?
- Business continuity or disaster recovery?
- Performance reviews?
- Billing and legal disputes?
- Corporate history or biography?

Understanding this will help determine what you archival needs are (e.g. source data, access logs or just reports?). This will also help work out the duration of different reports and datasets. You'll also need to check what your local laws are, and, if you're working for a tobacco company, your *ahem*"document retention policy". Burning CDs may not be acceptable if you need to keep data for seven years. And remember to regularly test your archives - the time you need to use them is the wrong time to find out the disk is bad.

- ✓ **Data Quality** - This is the hardest bit to get right, principally because no one wants to take responsibility for it. Worse, it means different things to different people! Best practice in this area involves getting people to accept roles like business owner and data custodian (or data steward). Most report users have a very unsophisticated view of the data supply process and are unable to distinguish between problems with the data and problems with the report. This can be very damaging to the credibility of the reports, especially when starting out. In turn, many people responsible for day-to-day operational (source) systems are uninterested in providing high-quality data for management reporting. Brokering agreements between these parties requires a blend of technical acumen and business savvy. Specifying the agreements in a contractual form (e.g. service level agreement or project dependency agreement) is next to impossible owing to the measurement problem. But, as a starting point, pick *complete*, *accurate* and *timely*, then goes add your own - there are well over a hundred data quality dimensions here!

- ✓ **Security** - The point of security in this context is to ensure that the right reports are only seen by the right people. The three goals are *confidentiality* (no eavesdropping), *authentication* (no unauthorized access) and *integrity* (no manipulation). Typically, this is achieved with username/password login and access control lists (i.e. specifying whether each account allowed or denied access to are source). You need to decide whether to do this on an application-level, report-level or dataset-level. Also, it is worthwhile doing a risk assessment to rate the different likelihood/severity of security breaches, for each report.

- ✓ **Auditing** - In general, the auditing requirements of management reporting are moderate. This is because they are not transitive: customers (and suppliers) usually aren't billed (or paid) based on management reporting numbers. However, depending on your organization, management may attract bonuses and penalties based on the information and hence, the figures may be in dispute. As a starting point, you should store source data (e.g. log files) and business logic (e.g. Perl scripts) separately, not just the results. This is because the way that certain statistics or metrics is derived may change over time. Also, continuous disclosure to managers will help get them comfortable with the figures, rather than getting an unexpected rude shock at the end of the reporting period. Another important link in the audit trail is user access logs (either web, email, PC etc.) - who has seen what reports when? These may prove crucial during blame storming.

- ✓ **User Administration** - Any reporting system worth its salt must allow for users to beadded and removed and their permissions (to reports or data sets) updated. There are

(broadly-speaking) two different ways of doing this: bureau and delegation. In the first model, a central authority takes applications, assigns accounts, handles user requests and queries and is generally responsible for the seamless matching users to reports

The other model has a root "super user" who then delegates certain permissions to other users - including permissions to create other user accounts. The limitation with the first method is that you really need to designate an admin person to run it all. The limitation with the second method is that it only works for very hierarchical organizations.

- ✓ **Usage Monitoring** - There's little point in rolling out a reporting system without any idea of whether or not it's being used.

Further, you may have security and audit requirements that mean report generation and accesses have to be logged. In any case, the best approach is to begin by defining success (or failure) criteria linked to the business case, and then looking for recordable events. Example events include report publication, report views (and other interactions), user account creation, logins and session times.
Examples of relevant metrics might be total report count, total user accounts, views per report, views per account, time between logins and report views per session.

- ✓ **Privacy** - Clearly, the specific privacy requirements depend on your jurisdiction. But, broadly speaking, personally identifying information (such as names, phone numbers, credit card numbers, social security and other government IDs) needs to be handled with extreme care. This applies to both customers, staff, suppliers and other parties.

Since most reports deal with aggregated data, it is probably only exceptional reports that include this. In fact, you really need to consider whether or not management needs to see this type of information *as reports* at all. For example, in some cases it is not lawful to use government identifiers as keys in your information systems. To manage these risks properly, you need to understand the implications of privacy breeches: loss of reputation, legal expenses, fines and penalties and possibly jail-time for senior managers! Regardless of where you are, the National Privacy Principles (in Australia)are an excellent framework to follow.

- ✓ **System Support** - Given the complexity of typical enterprise reporting environments, comprising of many interacting sub-systems, with data feeds and reports linking different parts of your organization, someone needs to take responsibility for making sure it all happens each day. This might not be a full-time job, but report users and data suppliers need to have someone they can contact to handle enquiries, problems, change requests, troubleshooting and other issues as they arise. Getting management support to recognize the need for (and hence fund) such ongoing work is an important part of the business case for reporting projects. It's tempting to outsource this function to a commercial IT helpdesk, but given the organizational-specific nature of enterprise reporting, it's hard to see how this could be done with the required efficiency and effectiveness. A better option may be to have a central person/unit responsible who can call upon your in-house IT resources and subject-matter experts in the relevant units as required.

User experience

- ✓ **Navigation** - Report users need to be able to select one report out of a larger set. If you have more than, say, ten reports it is not sufficient to just present a great big list of titles and invite users to click on one.

You will need to implement a navigation mechanism, such as a nested hierarchy. Figuring out a sensible way of doing this (e.g. grouping by function, department, report type, user type) is an art in itself. Also, you may need to provide some sort of search facility, since users may have access to more reports than they can really comprehend. This leads to the question:

- Search by what?
- Title?
- Subject?
- Date?

✓ **Report Parameters** - Depending on the contents, users may expect to be able to select different parameters of the same report.

For example, they may wish to modify start and end dates, or include/exclude certain regions. When allowing users this functionality it is important to ensure that all possible combinations of parameters are valid (won't breakthe system) and meaningful (won't mislead users). Also, at some point parameterization and navigation can become blurred and confusing for novice users.

✓ **Preferences** - Sometimes users may require the ability to modify how information is presented to them for a particular report.

For example, changing the column order in a table, or the color of line on a chart. While this empowers users, it can also be abused by report designers by absolving them of the responsibility to find out about the underlying user needs. In understanding why a user wants to reverse-sort a certain table by date, a report designer can better support them in their work.

✓ **Fault Reporting** - Let's face it: any real-world system of even modest complexity is going to have faults or failure.

You need to have mechanisms in place to capture these events and track them over time. This will help priorities repairs or changes, gauge the impact (extent and severity) on users and, ultimately, the success of the initiative. In addition to the usual system-level logging and exceptions that modern IT environments provide, you also need to consider those failure events which, by their nature, cannot be logged. Depending on scale, automated "user-experience" monitoring by bots may be a good idea. But there's no substitute for keeping your ear close to the ground and listening to their concerns directly. Hence, formal (or informal) user surveys are the way to go.

✓ **Change Request** - It would be overly optimistic to assume that the reports will be perfect on the first go. Or that reporting requirements won't change over time.

To recognize this reality, you need to have a process to allow report users, data suppliers and other stakeholders to lodge change requests. This should include (at least) the following elements: reason for change, impact analysis, agreement on who's going to pay for it, cost estimate, priority, roll-back plan, notification/approval plan. Changes can be politically fraught when multiple users access the same report e.g. making subtle changes to the business rules used to derive a key business metric. In this case, a clear understanding of who owns (and pays for) the reports is paramount. Remember, he who pays the piper, picks the tune.

✓ **User Training** - An often overlooked element. Users need to be explicitly told - or even better shown - how to access their reports and use the navigation and other features to get the most out of the reporting application.

It would be a travesty to waste a large amount of your organization's time and money on a project only to see it fail for the sake of a few hours of instruction to the people meant to use the reports. Beware project managers or vendors who deny the need for training on the grounds that the interface is "intuitive" or "just like the last system". The correct response in this situation is "oh good- then the user training will be a breeze."

- ✓ **Usability** - Many people, especially in the finance and accounting community, neglect the usability of their reports.

This may be because they have "standard" ways of preparing and disseminating information that is so in-grained that any problems outsiders have interpreting it is regarded as "their problem". The danger is that important information is misunderstood or its significance is lost on a wide-range of decision-makers. Hence, there's no substitute for a properly conducted usability study.
Ensuring that subsequent reports comply with usability guidelines and standards is the best way to monetize this investment.

Value *how can I use reporting to create and deliver value?*
In this section, we address a few topics that keep coming up as being the hardest - yet most important - ones in implementing reporting projects. They've been organized into two parts: those concerning *value* and those concerning *quality*. In each case, there is a general discussion about the "textbook theory" of how this stuff should work, and then practical considerations of actually doing this in the organization. These are not particular technological or project issues, but rather those dealing with the human and organizational dimensions of are porting project.

Economies of scale
Getting an initiative for enterprising report off the ground is a challenge because many people will not see the value in it. Simply put, people will not regard the cost (including time, risk, hassle) as worth it. To be fair, reporting projects can be expensive, disruptive, prone to failure and likely to inconvenience stakeholders (report users and data suppliers) - especially when displacing legacy systems.
The best reason (in fact, the only reason) to deliver a reporting solution is that the alternative is worse. Of course, coming up with a reasonable set of alternatives is no mean feat in itself; the list mentioned earlier under Rationales is a good starting point. In order to understand (and convince others) of the benefits of a central enterprise reporting function within your organization, you might wish to consider the twin "economies of scale" of report *production* and *consumption*. Here, we understand "economies of scale" to mean that the *average* unit cost is lower (i.e. cost of producing each report, cost of publishing each day/week, cost of viewing a report or cost per user). Further, the *marginal* unit cost is lowered too: in other words, the cost of the *n+1*th report (or user) is lower than for the preceding one.
Also, as we add users and reports to the system, the benefits realized increase due to synergies of the *network effect*. Hence, consolidation is the name of the game.

Report production
Broadly speaking, a case can be made for rationalizing the various reports in your organization under one organizational unit. Given that you're already producing a set of reports anyway, the benefits of producing them through the one reporting environment (as opposed to a piece meal, scattered or ad hoc approach) are given here: **Platforms** - Using one platform for all your reporting means that you will get better utilization of existing hardware, software and networking assets. You will also better manage the uncertainty in forecasting demand and dimensioning. And, you'll get better rates on future purchases through "buying in bulk" (volume discounts). Operating costs become

more visible, and hence have a better prospect of being reduced. You can make savings through reducing the number of interfaces (if your systems share data at all!), sourcing data once and once only, stopping repetition or redundancy of components and driving up the reliability of your system.

- ✓ **Processes** - You can expect large productivity gains if you have a unified process for building, generating and publishing reports.

Rather than having multiple report builders operating in isolation, requesting the same data from different suppliers (or the same supplier), dithering about how to do things or from whom to seek approval and badgering management for decisions and sign-off, a tight, well-defined process allows subsequent reports to be rapidly defined, pro-typed, deployed and monitored.

Additionally, the organization will be able to see synergies, overlaps and conflicts if all reporting is handled by a single unit.

- ✓ **People** - Getting the right mix of skills and knowledge to deliver a quality reporting function can be difficult.

Once you have those people in place, you want to get the maximum out of them. Whereas a diffused, ad hoc approach means that corporate knowledge about reporting is dissipated, fractured and likely to be lost as staff move on, a designated reporting person/unit means that each new project, data set or report adds to the knowledge base. Being a specialized function, you want to concentrate your reporting skills and knowledge, not spread it thinly throughout the firm.

Report consumption on the flip side, their gains to be had for report users in have a single, consolidated reporting function - beyond not having to remember multiple usernames and passwords! Here, we list some arguments for these benefits:

- ✓ **Sharing** - The primary benefit for report users is that information can be shared.

Rather than just having one reporting application for sales, another for service, another for marketing and so on, by unifying these into a single reporting environment, users from the different departments can access reports across the whole enterprise. Not only does this reduce the silo-mentality in larger organizations, it also allows for the creation of cross-functional metrics and reports: instead of just focusing on marketing numbers, the marketing department can be aware of how their metrics impact on, eg, sales (perhaps using cost per lead and conversion rates). Breaking down these barriers allows for much better alignment of individual manager's goals with the organization's goals.

- ✓ **Standards** - Centralized reports means standardized reports. Not only does this make for faster more reliable development, but it also helps report users come to grips more quickly.

For example, standardizing report navigation, naming, layout, formatting andother reporting elements will help users who are familiar with their area's reports whenthey come across unfamiliar reports. Rather than having to spend time learning how touse a new system, users can straight-away absorb the information and act accordingly.

Similarly, standardizing on the business logic (eg definitions of tricky concepts like"customer", "average holding time" or "month") means that users won't run the risk of making a mistake by misinterpreting a (seemingly) familiar term.

- ✓ **Support** - Lastly, report users will invariably have questions, suggestions and objections that need to go somewhere.

By dealing with a single person or group who handles *all* of their reporting needs, significant improvements can be made over having each report user chasing down multiple providers. You can expect streamlining, elimination of redundancy and gains to quality and reliability from making one entity responsible for reporting. If nothing else, it gets rid of "wiggle room" and buck-passing if there is no one else to blame!

Value how can I use reporting to create and deliver value?

Motivating stakeholders

OK, this makes a pretty compelling case for consolidating your organizations existing reports.

But what about initiating new reports? More fundamentally, why do we even have enterprise reporting at all? Perhaps the simplest "textbook" answer I can give is: it helps solve the *Principal-Agent Problem*. The idea here is that one group of people (the Principals, or owners of your firm) get another group of people (the Agents, or managers in your firm) to do work on their behalf i.e. run the business. Naturally, the Principals want this done in a way that best suits their interests (most likely: maximizing profits and minimizing risks, subject to legal and ethical requirements). How do the owners motivate the managers to do this? Well, they use incentives like share options, commissions, bonuses, and the (veiled) threat of sacking, references and a host of other methods. Most of these methods require the owners to monitor the performance of management to make sure they're doing a good job, making the right decisions and generally doing well. Enterprise reporting is a crucial ingredient in ensuring the managers' behavior is aligned with the owners' interests.

The Owners' Perspective

Enterprise Reporting can help owners (or perhaps external stakeholders like taxpayers or regulators) by lowering the monitoring costs associated with aligning management's interests with the owners'. For example, suppose a hot-shot new manager on a generous profit-share scheme is considering opening a new product line. Over the three years of her tenure, it may boost sales and help her get promoted and earn hefty bonuses. On the other hand, it may cannibalize sales from other products, so over a five or ten year view, it's a bad idea. (This is sometimes called the investment time horizon problem.) So, during business case formulation, she has an incentive to downplay the longer-term loss of sales, perhaps through making unrealistic assumptions and burying negative sales figures. Enterprise Reporting is essential here to *test the business case*, that is, track the assumptions (inputs) and predictions (outputs)of new initiatives. If the owners piped up and insist on regular ongoing reporting linked to performance bonuses, the hot-shot manager will not try to hoodwink the owners in this way.

The Managers' Perspective

Many senior managers and contracted labor have a portion of their remuneration "at risk" orcontingent on performance. Sometimes, this is hidden (for example, if sufficiently badperformance means the firm folds and you're out of a job). Enterprise Reporting – especiallywith leading indicators - can help them perform well and "make their

numbers". Another observation: management is often competitive even within an organization and fraught with office politics. If managers are held accountable for their decisions by having their results published internally (to their rivals), then it becomes much harder to hide consistent underperformance.
Up-and-coming managers will see that weakness as an opportunity to "make their mark".

Lessons for enterprise reporting

- ✓ **Test the Business Case** - Ensure that the assumptions and predictions of all major decisions are tracked. Owners would be foolhardy to approve an investment plan that lacked any real means of effective monitoring. So make sure that the reports can be used to keep management honest.

- ✓ **Give Reports Teeth** - Don't just report on the figures; report on how whether or not the figures are where they are supposed to be. For example, if a proposal or plan promises that a product will have 10% penetration after 6 months, then set that as a target (or threshold) on the report and tie it to a person. Also, making that mean something to the decision-maker's remuneration.

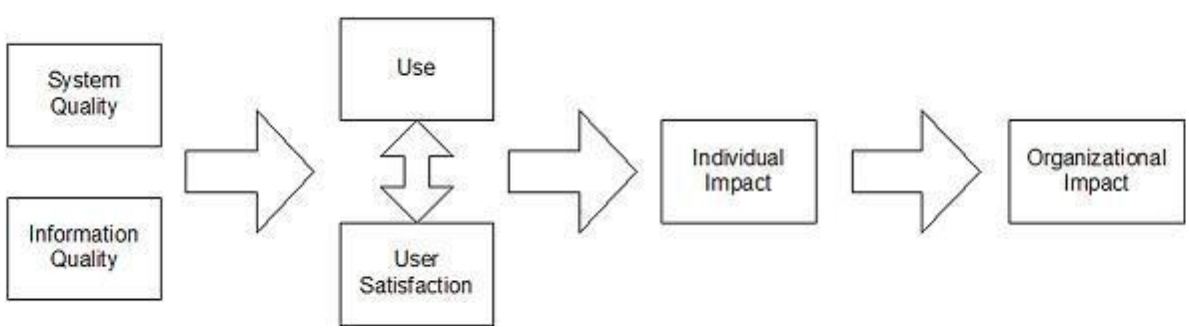
- ✓ **Don't Be Shy** - While it may not be possible - or even desirable - to link KPIs and bonuses to everything the firm reports on, don't discount the power of pride and shame.

By opening up the reports to a wide readership (with business owners' names and targets clearly displayed), managers' reputations are put on the line. This is a less crude instrument than bonuses and can help motivate managers to think like owners.

Adoption, usage and success

Understanding, defining and measuring the quality of the entire Enterprise Reporting function is a very difficult undertaking. The primary difficulty is getting agreement from the various parties as to what "quality" means. The second difficulty is determining whether Enterprise
Reporting is a product or a service. The best tactic is to get a handle on these different perspectives, so that arguments can be couched in terms that relate to each stakeholder's view.

First of all, let's introduce a model of how quality and value interact in an Enterprise Reporting system. (Here, we use system in the broadest possible sense, spanning platforms, processes and people.) The following diagram encapsulates a well-known and widely-deployed model, known as the Delone and Maclean Information Systems Success Model:



In a nutshell, quality is conceived as having two parts: information quality (content) and system quality (delivery). Quality has a bearing on impact (value-creation) through usage, which in turn is limited by user satisfaction. Now, the key determinant here is *discretion*: to what extent are users actually opting to use the Enterprise Reporting system? This is the crucial but often unasked question in most organizations.

Users of some Enterprise Systems enjoy very little discretion, for example people working in call centers simply have to use the contact management or CRM systems they're given.

Similarly for people processing invoices and the like through ERP systems
Reporting, though, is quite different in that it is typically highly discretionary. Let's look at some of the obstacles to using the designated system.

Obstacles to Success

- ✓ **Ignorance** - Users are simply not aware of the reporting system, the reports or information it contains, or that they are meant to be accessing reports.
- ✓ **Apathy** - Users are aware of the reporting system, but choose to not access the reports. They believe any benefits they derive from doing so will not offset the costs.
  This belief might not be explicit, and might not be true.
- ✓ **Delegation** - Users may rely on others to monitor their reports for them, and notify them if anything important or interesting crops up.
- ✓ **Substitution** - Users are consuming reports, but from another source - typically the old reporting system that was meant to be decommissioned, or perhaps an underground"skunk works" system comprising a mishmash of spreadsheets, desktop databases and emails.

The astute reader might have noticed that these obstacles constitute a ladder - problems at the top of the list are potentially easier to diagnose and solve, while the ones at the bottom become more intractable. Typically, users might be at the different levels for different aspects of the reporting system. An important part of the quality function is to assess users' position on this obstacle ladder, and implement strategies to migrate them off it and into getting the most out of Enterprise Reporting.

Lessons for enterprise reporting

- ✓ **Understand and Appreciate Users' Views** - The different report users will have different views on whether reporting is a product or a service. Some will assess quality as conformance to specifications while others will see it in terms of meeting their expectations. You need to be able appreciate all perspectives to meet their needs.
- ✓ **Assess Quality of Content and Delivery** - Be prepared to measure aspects of system and information quality using a variety of techniques - quantitative and qualitative, objective and subjective. The breadth and depth of this understanding will limit your ability to implement improvements.

- ✓ **Monitor, Analyze and Report on Usage** - In your rush to monitor the reporting system itself, don't forget that it's actual usage that creates value. You need to gather statistics and anecdotes on how users adopt the system. Like any enterprise initiative, the

Enterprise Reporting function itself needs to have a well-thought through set of reports linked to accountable managers.

- ✓ **Remove Obstacles to Take-Up** - Armed with this insight, identify the key obstacles for adoption and try to move users down the ladder. If you can link quality assessments with usage monitoring, you can evaluate the success of initiatives for driving take-up

(eg. awareness, training, incentives). This means you can target and priorities the initiatives accordingly.

Self-Check -1	Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

I. Discuss the list below how they are Project factors(9pts)

1. Time____
2. Cost____
3. Quality____
4. Scope____
5. Design levels____
6. Project____
7. Report____
8. Delivery____
9. Usage____

Note: **Satisfactory rating - 8 points** **Unsatisfactory - below 7 points**

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = ____________

Rating: ____________

Name: ____________________________ Date: _________________

Short Answer Questions

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