**LEARNER GUIDE**



**67465 National Certificate:**

**Business Administration Services**

**Level 3**

**Module 5 Administration Skills**

Unit Standard 13937 Level 3 Credits 2

Monitor and control office supplies

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**PERSONAL INFORMATION**

|  |  |
| --- | --- |
| *NAME* |  |
| *CONTACT ADDRESS* |  |
|  |
| *Code* |  |
| *Telephone (H)* |  |
| *Telephone (W)* |  |
| *Cellular* |  |
| *Learner Number* |  |
| *Identity Number* |  |
| *EMPLOYER* |  |
| *EMPLOYER CONTACT ADDRESS* |  |
|  |
| *Code* |  |
| *Supervisor Name* |  |
| *Supervisor Contact Address* |  |
|  |
| *Code* |  |
| *Telephone (H)* |  |
| *Telephone (W)* |  |
| *Cellular* |  |

**INTRODUCTION**

***Welcome to the learning programme***

Follow along in the guide as the training practitioner takes you through the material. Make notes and sketches that will help you to understand and remember what you have learnt. Take notes and share information with your colleagues. Important and relevant information and skills are transferred by sharing!

This learning programme is divided into sections. Each section is preceded by a description of the required outcomes and assessment criteria as contained in the unit standards specified by the South African Qualifications Authority. These descriptions will define what you have to know and be able to do in order to be awarded the credits attached to this learning programme. These credits are regarded as building blocks towards achieving a National Qualification upon successful assessment and can never be taken away from you!

**Programme methodology**

The programme methodology includes facilitator presentations, readings, individual activities, group discussions and skill application exercises.

**Know what you want to get out of the programme from the beginning and start applying your new skills immediately. Participate as much as possible so that the learning will be interactive and stimulating.**

The following principles were applied in designing the course:

Because the course is designed to maximise interactive learning, you are encouraged and required to participate fully during the group exercises

As a learner you will be presented with numerous problems and will be required to fully apply your mind to finding solutions to problems before being presented with the course presenter’s solutions to the problems

Through participation and interaction the learners can learn as much from each other as they do from the course presenter

Although learners attending the course may have varied degrees of experience in the subject matter, the course is designed to ensure that all delegates complete the course with the same level of understanding

Because reflection forms an important component of adult learning, some learning resources will be followed by a self-assessment which is designed so that the learner will reflect on the material just completed.

This approach to course construction will ensure that learners first apply their minds to finding solutions to problems before the answers are provided, which will then maximise the learning process which is further strengthened by reflecting on the material covered by means of the self-assessments.

***Different role players in delivery process***

Learner

Facilitator

Assessor

Moderator

**What Learning Material you should have**

This learning material has also been designed to provide the learner with a comprehensive reference guide.

It is important that you take responsibility for your own learning process; this includes taking care of your learner material. You should at all times have the following material with you:

|  |  |
| --- | --- |
| ***Learner Guide*** | ***This learner guide is your valuable possession:***  This is your textbook and reference material, which provides you with all the information you will require to meet the exit level outcomes.  During contact sessions, your facilitator will use this guide and will facilitate the learning process. During contact sessions a variety of activities will assist you to gain knowledge and skills.  Follow along in the guide as the training practitioner takes you through the material. Make notes and sketches that will help you to understand and remember what you have learnt. Take and share information with your colleagues. Important and relevant information and skills are transferred by sharing!  This learning programme is divided into sections. Each section is preceded by a description of the required outcomes and assessment criteria as contained in the unit standards specified by the South African Qualifications Authority. These descriptions will define what you have to know and be able to do in order to be awarded the credits attached to this learning programme. These credits are regarded as building blocks towards achieving a National Qualification upon successful assessment and can never be taken away from you! |
| ***Formative Assessment Workbook*** | The Formative Assessment Workbook supports the Learner Guide and assists you in applying what you have learnt.  The formative assessment workbook contains classroom activities that you have to complete in the classroom, during contact sessions either in groups or individually.  You are required to complete all activities in the Formative Assessment Workbook.  The facilitator will assist, lead and coach you through the process.  These activities ensure that you understand the content of the material and that you get an opportunity to test your understanding. |



**Different types of activities you can expect**

To accommodate your learning preferences, a variety of different types of activities are included in the formative and summative assessments. They will assist you to achieve the outcomes (correct results) and should guide you through the learning process, making learning a positive and pleasant experience.

The table below provides you with more information related to the types of activities.

| ***Types of Activities*** | ***Description*** | ***Purpose*** |
| --- | --- | --- |
| ***Knowledge Activities*** | You are required to complete these activities on your own. | These activities normally test your understanding and ability to apply the information. |
| ***Skills Application Activities*** | You need to complete these activities in the workplace | These activities require you to apply the knowledge and skills gained in the workplace |
| ***Natural Occurring Evidence*** | You need to collect information and samples of documents from the workplace. | These activities ensure you get the opportunity to learn from experts in the industry.  Collecting examples demonstrates how to implement knowledge and skills in a practical way |

**Learner Administration**



***Attendance Register***

You are required to sign the Attendance Register every day you attend training sessions facilitated by a facilitator.

***Programme Evaluation Form***

On completion you will be supplied with a “Learning programme Evaluation Form”. You are required to evaluate your experience in attending the programme.

Please complete the form at the end of the programme, as this will assist us in improving our service and programme material. Your assistance is highly appreciated.

**Assessments**

The only way to establish whether a learner is competent and has accomplished the specific outcomes is through the assessment process. Assessment involves collecting and interpreting evidence about the learners’ ability to perform a task.

**To qualify and receive credits towards your qualification, a registered Assessor will conduct an evaluation and assessment of your portfolio of evidence and competency.**

**This programme has been aligned to registered unit standards. You will be assessed against the outcomes as stipulated in the unit standard by completing assessments and by compiling a portfolio of evidence that provides proof of your ability to apply the learning to your work situation.**

***How will Assessments commence?***

***Formative Assessments***

The assessment process is easy to follow. You will be guided by the Facilitator. Your responsibility is to complete all the activities in the Formative Assessment Workbook and submit it to your facilitator.

***Summative Assessments***

You will be required to complete a series of summative assessments. The Summative Assessment Guide will assist you in identifying the evidence required for final assessment purposes. You will be required to complete these activities on your own time, using real life projects in your workplace or business environment in preparing evidence for your Portfolio of Evidence. Your Facilitator will provide more details in this regard.

**To qualify and receive credits towards your qualification, a registered Assessor will conduct an evaluation and assessment of your portfolio of evidence and competency.**

**Learner Support**

**The responsibility of learning rests with you, so be proactive and ask questions and seek assistance and help from your facilitator, if required.**

Please remember that this Skills Programme is based on outcomes based education principles which implies the following:

You are responsible for your own learning – make sure you manage your study, research and workplace time effectively.

Learning activities are learner driven – make sure you use the Learner Guide and Formative Assessment Workbook in the manner intended, and are familiar with the workplace requirements.

The Facilitator is there to reasonably assist you during contact, practical and workplace time for this programme – make sure that you have his/her contact details.

You are responsible for the safekeeping of your completed Formative Assessment Workbook and Workplace Guide

If you need assistance please contact your facilitator who will gladly assist you.

If you have any special needs please inform the facilitator

**Learner Expectations**

Please prepare the following information. You will then be asked to introduce yourself to the instructor as well as your fellow learners

|  |
| --- |
| Your name: |
|  |
|  |
| The organisation you represent: |
|  |
|  |
| Your position in organisation: |
|  |
|  |
| What do you hope to achieve by attending this course / what are your course expectations? |
|  |
|  |
|  |

* **UNIT STANDARD 13937**
* ***Unit Standard Title***

Monitor and control office supplies

* ***NQF Level***

3

* ***Credits***

2

* ***Purpose***

Learners will be learning towards obtaining a national qualification at level 3 or are working in an administrative environment, including SMME`s (Small, Medium and Micro Enterprises), where the acquisition of competence against this standard will add value to the learner`s job, or chances of finding employment

Learners will be well positioned to extend their learning and practice into other areas in the business environment, or to strive towards professional standards and improved performance

The qualifying learner is capable of

Monitoring office supplies levels

Maintaining office supplies processes and procedures

Monitoring and controlling the distribution of office supplies

* ***Learning assumed to be in place***

Learners accessing this unit standard will have demonstrated competence in numeracy and literacy at NQF level 2

* ***Unit standard range***

Office supplies will include pens, pencils, rulers, glue, adhesive tape, staplers, staples, paper, envelopes, paper clips, scissors, correction fluid/tape, files, toners, cartridges, discs and other computer related stationery, plastic sleeves and all job related materials

* ***Specific Outcomes and Assessment Criteria***

***Specific Outcome 1:*** Monitor office supplies levels 

***Assessment Criteria***

Office supplies levels are identified and recorded

Office supply levels are ascertained and compared to required levels

Records are checked for compliance with organisational requirements

Remedial action is taken to rectify office supply levels

***Specific Outcome 2***: Maintain office supplies processes and procedures 

***Assessment Criteria***

Office supply processes and procedures are monitored and evaluated

Out-of-line situations are identified and highlighted

Remedial action is taken to bring office supply processes and procedures back in line.

Areas for improvement are identified and recommendations are made the authorised individuals

***Specific Outcome 3*** Monitor and control the distribution of office supplies 

***Assessment Criteria***

Distribution procedures are identified, set and communicated

Office supply requests are received and recorded

Office supplies are distributed within agreed timeframes

Office supply distribution procedures are followed

Areas of non-conformance are identified and highlighted

* ***Unit Standard Essential Embedded Knowledge***

Principles and techniques for dealing with people and subordinates

Organisational disciplinary policies and procedures

Basic numeracy skills

Organisational policies and procedures for ordering and distributing office supplies

Contact details for office suppliers

* ***Critical Cross-field Outcomes (CCFO)***

Identify and solve problems with regard to the supply to office supplies and areas of non-conformance

Work effectively with others in order to ensure a constant supply of office supplies and to maintain office supplies within budgetary constraints

Collect, analyse, organise and critically evaluate information pertaining to office supplies, stock levels, orders and distribution

Communicate effectively when monitoring and controlling office supplies and when dealing with individuals who need guidance for their performance

Understand the world as a set of related systems where poor control of office supplies affect productivity of the organisation and has budget implications. In order to contribute to the full personal development of each learner and the social and economic development of society at large, it must be the intention underlying any programme of learning to make the individual aware of the importance of: reflecting on and exploring a variety of strategies to learn more effectively

* **OFFICE SUPPLY LEVELS**
* ***Outcome***

Monitor office supplies levels

* ***Assessment criteria***

Office supplies levels are identified and recorded

Office supply levels are ascertained and compared to required levels

Records are checked for compliance with organisational requirements

Remedial action is taken to rectify office supply levels

Every organisation needs stationery: pens, pencils, paper, letterheads, etc. An organisation without stationery is like a workman without tools.

Most organisations tend to buy stationery in bulk, often through a centralised point such as head office. Branches then have to order stationery from head office. Sometimes the branch or department buys their own stationery.

Whatever the purchasing system, a fairly large stock of stationery should be kept. This means that stationery should be stored in a separate room.

The stock levels of stationery must also be controlled so that the branch does not buy too much stationery and also does not run out of stationery. All this implies that a system to control stationery should be in place. This system should include:

A plan to effectively control office stationery policies, procedures and strategies

A plan to monitor, maintain and improve stock levels in accordance with organisational requirements

Effective shrinkage controls

Accurate reports that reflect stationery movements for a given period.

Documentation used for the control of stationery

* ***Identify and record stock levels***
* **Stationery room**

The first thing that must happen is that a separate room be allocated for stationery.

The room must be kept free from damp

The room must be well ventilated and adequately lit

The stationery room should be locked at all times. There should be two keys to the stationery room so that someone else can access the stationery room if the person in charge of stationery is on leave.

The stationery room should have shelves and the stationery must be stored on the shelves.

If the internal documents of the organisation are numbered, the documents must be stored in numerical order. Many large organisations such as banks have numbers for their documents. If they are stored in numerical order, it is easier to control the levels of stock as well as issuing stock.

Store heavy items near the floor so that it is easier to transport them

Stationery items that are used often should be stored between eye and knee level.

When new stationery has been ordered and delivered, store the new stationery behind the existing stock, so that old stock is used first. This is called FIFO – first in first out.

* **List of stationery items typically used**

Office supplies will include pens, pencils, rulers, glue, adhesive tape, staplers, staples, paper, envelopes, paper clips, scissors, correction fluid/tape, files, toners, cartridges, discs and other computer related stationery, plastic sleeves and all job related materials. We have made a list of typical stationery items for you.

|  |  |
| --- | --- |
| Adhesive tape | Compliment slips |
| Computer diskettes : stiffy, CD-ROM writeable and rewritable | Disk labels |
| Disk storage boxes | Double adapters and multi plugs |
| Envelopes – different sizes and types | Executive desk pads (ruled paper, size A4) |
| Extension cables | Fax forms / letterheads |
| Fax ink or toner cartridges | File folders |
| File labels | Filing punches (paper punchers light and heavy duty – 2, 4 and 6 holes) |
| Forms pre-printed: stationery requisitions, order forms, annual leave forms, etc | Glue sticks and adhesive gum |
| Flip chart paper | Letterheads – typing paper in which the company name, logo, registration number, VAT number, contact details and names of directors are printed |
| Lever arch files | Map pins, drawing pins |
| Marker pens | Masking tape |
| Memos | Mouse pads |
| Note pads / scrap pads | Paper clips |
| Pencil holders | Pencil leads for clutch pencils |
| Pencils – regular, clutch, drawing | Pens – ballpoint, felt tipped, different colours and sizes |
| Photo copier ink or toner cartridges | Photo copy paper |
| Printer ink or toner cartridges | Rubber bands (elastic bands) |
| Rubber stamps and ink pads | Rulers |
| Scissors | Staplers and staples – light and heavy duty |
| Whiteboard markers |  |

* **Control stationery**

It is important to exercise strict control measures over stationery. There are many reasons for this:

Some documents used in an organisation are for internal use only and can be regarded as confidential document. As an example, banks have a record of the signatures of their clients and these are recorded on “signature cards”. It is obvious that these cards, whether they have been completed or not, should not be lying around.

Carrying stock costs the organisation money: toner cartridges for printers and faxes can cost more than R1000 each, for example. Having ten of these in stock, means that more than R10000 of the organisation’s capital is tied down in stock. This might not sound like a lot of money for a big organisation, but if the organisation has 120 branches and each branch has 10 toner cartridges in stock, it means effectively that R120 000 of the organisation’s money is tied up in one stock item!

Storing stock takes up space that the organisation pays for, so the storage space should be limited as much as possible. If the storage room is 6m x 10m the total space taken up is 60m2.  if the organisation pays R500m2 it means that storing stationery costs the branch R30000 per month. Multiply that by 120 branches and it means that the organisation pays for storing stationery a total of R3 600 000 per month!

This means that stationery must be kept to a minimum as far as possible. Of course, you should never run out of stationery either, so you will have to make sure that you always have enough stationery to satisfy the needs of the branch. For example, you must always have at least one, maybe two toner cartridges in stock. If the fax runs out of toner and there is no cartridge, the company could lose business since faxes cannot be printed.

You have to take stock regularly to ensure that you don’t run out

You also have to find out how much stationery is used in the branch

You also need to know how much stationery is used by the different departments so that you can determine the optimal (best) levels of the different stationery items.

* **Stock sheet**

You will use a stationery stock sheet for each stationery item. On this stock sheet, you will indicate the details of the item, the date new stock was received, the balance held in stock. You will also indicate how the stock was issued to the different departments and the balance held in stock after items were issued to the different departments. The minimum and maximum levels of stock will also be shown on the stock sheet.

See handout 1 for an example of a stock sheet.

* ***Ascertain office supply levels***
* **Determine minimum and maximum levels**

This is why you file the order forms from the various departments, so that you can find out how much of each stock item they use. By combining the use of all the departments, you can determine the stationery needs for each department.

From the combined use per department, you can work out weekly and daily use of stationery for the branch. Once you know the average use of the branch, you look at how long delivery of stationery usually takes. As an example, if you order from head office, and delivery takes 7 days, you have to keep at least 10 days’ worth of stock to make sure that you don’t run out. This is only quoted as an example, you will have to find out what the policies and procedures of the organisation are regarding minimum stationery stock levels.

Once you have worked out the minimum stock levels, you can work out the maximum levels. In the example quoted above, keeping stock for 15 to 20 days’ use could be more than enough.

Bear in mind that for certain items, you might have to keep stock levels that are higher than the minimum you calculated. If your branch has 2 fax machines and 10 printers that all use toner cartridges, a minimum level of 1 or 2 might not be enough. It can happen that more than two cartridges run out of toner at the same time. in this case, you have to calculate how long the toner cartridge for each printer and fax usually lasts. Then you have to look at the last time new cartridges were installed for each piece of equipment. From this you can work out approximately when the cartridges will have to be replaced and you have to order cartridges so that they arrive in time.

When any item reaches minimum levels, you have to re-order to make sure that you have enough stock for the needs of the branch. When you order, you have to also make sure that you only order to the maximum stock levels.

* **Stock taking**

Stock taking, where the actual levels of stock are compared to the stock records on the stock sheets, should take place regularly. Organisations have policies and procedures in place regarding stock taking and the person responsible for stationery should check stock levels at the same time that other departments are taking stock.

Stock taking involves counting each item that is held in stock. The date of the stocktaking as well as the number of items in stock are noted on the stock sheet. Stock taking is always done by at least two people, who must both sign to confirm that the number of items counted during the stock taking is correct.

* ***Check records for compliance with organisational requirements***

Each organisation has its own procedures for controlling stationery and you must always follow the procedure. Make sure that the stock sheet that is used for stationery items complies with the requirements in your organisation.

During the stock taking, you should also check that the stock levels are within the requirements of the organisation. There should not be less than the minimum number of items or more than the maximum number of items in stock.

If the stock levels fall below the minimum level or rise above the maximum level, there is a problem with the ordering and controlling of stock levels, and this has to be reported to management.

* ***Take remedial action***

A report of the stock levels, the usage of stationery and any discrepancies should be done and sent to the branch or department manager once the stock taking has been completed.

If a stock item has less than the minimum number required in stock, you have to order supplies immediately.

If a stock item has more than the maximum number of items in stock, discuss this with your supervisor in order to decice whether to:

Keep the excess items until stock levels are back in line

Return the excess items to the suppliers with a credit note

Approach another branch of the company in order to sell the excess items or even swap the excess stationery items for items that may be needed in the branch

**Formative assessment 1**

* **PROCESSES AND DISTRIBUTION**
* ***Outcomes***

Maintain office supplies processes and procedures

Monitor and control the distribution of office supplies

* ***Assessment criteria***

Office supply processes and procedures are monitored and evaluated

Out-of-line situations are identified and highlighted

Remedial action is taken to bring office supply processes and procedures back in line.

Areas for improvement are identified and recommendations are made the authorised individuals

Distribution procedures are identified, set and communicated

Office supply requests are received and recorded

Office supplies are distributed within agreed timeframes

Office supply distribution procedures are followed

Areas of non-conformance are identified and highlighted

* ***Monitor and control the distribution of office supplies***
* **Distribution procedures are identified, set and communicated**

The distribution procedures for stationery should be

identified: when, where and how stationery will be issued

Set the distribution process down on paper – depending on the procedures in the organisation, this could be included in the operations manual

communicate the process to all employees, usually in the form of a memo

* Stock should be issued on specific days or times. If this rule is not implemented, the person in control of stationery will spend most of the day issuing bits of stationery here and there.
* Develop a form that you send to the various departments. You can use the company’s stock requisition form if they have one. The various departments have to complete the form that details what stationery they will require for the following week. This form has to be returned to you by the afternoon of the day before you issue stationery. In other words, if you issue stationery on Tuesdays, the form has to be on your desk by Monday afternoon before you leave work.
* **Receive and record office supply requests**

On the day that stationery is issued, you issue the stationery per the order forms sent in by the various departments.

Do not issue all the pens at once, this can cause confusion.

Issue the stationery for one department and once the order has been compiled, carry on with the order for the next department.

Remember to note the items that you remove on the stock steet of the stock item.

You can put each department’s stationery in a separate box or tray, together with their order form.

* **Distribute office supplies within agreed timeframes**

Once you have compiled all the orders, deliver them to the various departments. Remember that this should happen on the day as agreed in the procedures of the organisation. So, if you have to distribute stationery on the same day, this is what you have to do.

* **Follow distribution procedures**

When you distribute office supplies, make sure that you follow the procedures laid down in the organisation. We suggest a procedure that you can implement in your organisation if there is no existing procedure.

* On delivery, ask the person who placed the order to check the order with you
* Once the order has been checked and found correct, the person receiving the order must sign to confirm receipt.
* The order form is then filed, along with all the other order forms, as proof that the stationery was issued.

|  |  |  |  |
| --- | --- | --- | --- |
| Stock Requisition No | | | |
| Department | | | |
| Quantity | Description | | Stock Ref No |
|  |  | |  |
|  |  | |  |
|  |  | |  |
|  |  | |  |
| Received By | Signed | Authorised | |
| Date | date | |

* **Identify areas of non-conformance**

If an item is out of stock, or you neglected to take the item out of the store room for distribution, indicate this on the stock requisition form. If the item is in stock, rectify the situation immediately by fetching and delivering the item.

If the item is out of stock, follow the procedure to take remedial action.

* ***Maintain office supplies processes and procedures***
* **Monitor and evaluate office supply procedures and processes**

Not all procedures for issuing stationery will be effective and it may be necessary to change the procedure in order to improve issuing of stationery. It could happen, for example, that the orders department continually run out of order forms or that photo copy paper is finished before the re-order date. Maybe the orders clerk does not order enough order forms to last a week, or it could happen that more photo copies than usual were made. A lack of the correct stationery will affect the way your colleagues are able to do their work, so it is important that the issuing of stationery is satisfactory to most employees.

To find out if the procedure is satisfactory, you could develop a questionnaire that is sent to the employees. In this questionnaire you could ask questions such as:

Do you receive all you stationery on time?

Do you sometimes have to wait for certain items?

Do you run out of stationery items before the order date?

Do you have special needs from time to time?

Do you have any suggestions to improve the procedure for ordering stationery?

* **Areas for improvement are identified**

Once you receive the replies you would group the replies, consider the suggestions from other employees and then make a suggestion to improve the issuing of stationery. For example, a procedure for emergency supplies could be implemented. In our example where more photo copies than usual were made, a procedure for emergency supplies would be important.

Discuss the matter with your supervisor and then submit a report to the individuals who are authorised to recommend changes to the office supply system. In your report, you have to note the reasons for the survey that you conducted, the findings of the survey and suggest recommendations.

* **Out-of-line situations are identified and highlighted**

On the other hand, if a department continually orders too little stock, you may have to analyse their requirements and suggest that they increase their orders, based on your analysis of what they need.

If it appears that stationery has to be issued twice a week or that an emergency order procedure has to be implemented, you will have to write a memo to your supervisor, making recommendations based on your analyses and the feedback from your colleagues.

* **Take remedial action**

If we use our example where more photo copies than usual were made, you need to find out if this was a once-off occurrence or if it is likely to happen again. If it was a once-off occurrence, an emergency ordering procedure should solve the problem. If it is likely to happen again, you will have to reconsider the minimum and maximum stock levels and make recommendations to management.

* **Ordering stationery**

If you order from head office, orders usually have to be sent by a specific day, say Monday, for delivery by a specific day, say Thursday. In this case you will have to complete a stock requisition form.

If you order from a stationery supplier, you will have to complete an order form which is sent to the supplier. They can usually deliver stock on the same day or the next day. Make it a point to order stationery on a specific day of the week. It makes sense to do this right after you have issued stationery to the various departments. You have just been in the stationery room and know which items are running low and must be ordered.

When new stationery is delivered, check the delivery against the delivery note or invoice to make sure that all the items have been delivered.

If you order from a stationery supplier, also check the prices to make sure that they are correct.

Once you have checked the delivery note, make sure that you put the stationery away immediately. If you leave it lying around, you are encouraging pilferage.

It might be that your organisation has arrangements with specific stationery suppliers. If this is the case, you will have to order stationery through them. If not, you can always shop around for better prices at other stationery suppliers.

* **Principles and techniques for dealing with people and subordinates**

When you are responsible for ordering and distributing office supplies, you will come into contact with a great number of people:

everyone in the organisation who orders stationery from you

people at the suppliers where you order office supplies from

In the course of your working life, you will work with various kinds of people who all have different behaviour patterns. Some of these patterns will be discussed:

* ***Autocrat***

This person wants to do everything his/her own way and does not care about the opinions or views of other people

* ***Rebel***

This person does not have a high regard for authority and is always pushing at the boundaries of acceptable behaviour

* ***Aggressor***

This person turns everything into a win-lose battle and they have to win every argument

* ***Bull in a china shop***

This person means well but has a total lack of sensitivity to the feelings of other people. S/he will say and do things without thinking of the impact their words and actions have on other people

* ***Hard to predict***

This person is inconsistent – gets on well with management but not peers and subordinates, or gets on well with subordinates but not peers and members of other teams. The workplace is then polarised into different teams who have an us-versus-them approach and this is detrimental for the wellbeing of everyone in the workplace

It is inevitable that conflict will occur at some stage, due to short delivery of an order, supplies running out, and so on. Ultimately members of the human race are unable to live with each other without conflict. Individuals experience conflict when their opinions, values, needs or actions are in opposition to others. Teams experience conflict as they learn to work together.

The most common causes of conflict are breakdowns in communication and differences of perception between people.

Your organisation will have policies and procedures regarding communication between departments and behaviour towards each other. It is important that you follow the guidelines laid down in these policies.

When dealing with other people, remember:

Treat other people the way you would like to be treated. It is important to be friendly and polite

Improve your communication skills by improving your listening skills and by making sure that you understand what other people are communicating with you

When new procedures are being introduced, it will take most people some time to get used to it – be patient and understanding

Do not shout at other people and, when they shout at you, reply calmly – this will calm them down

When you give an order to a subordinate, do it in a friendly, but firm way

Thank and praise a subordinate when a job is well done

When someone has made a mistake, do not become angry and belittling – help them to rectify the mistake in the best way possible

Do not swear and use offensive and discriminatory language

Bear in mind that other people’s perceptions of problems may be different to yours – find out what they think about a subject

Do not make assumptions about how other people feel about a subject – make sure that you understand what their feelings are

Do not make promises you cannot keep

Be specific about what you want and need to get the job done

Listen to other people’s suggestions and give praise for good ideas

Other people must be able to trust you, so do not gossip behind people’s backs

* **Organisational disciplinary policies and procedures**

Whatever you do in your work has to be in line with the policies and procedures of the organisation. These procedures have to be followed, as they were developed as the best way to do the work. If you identify shortcomings of any kind, you have to investigate the matter, make recommendations and wait for management approval before changing work procedures.

The way you deal with your fellow employees is part of the organisation’s culture and, although human beings do enter into conflict situations when working together, your behaviour should never deviate from the accepted behaviour in the organisation.

If you do, or if you implement policies and procedures without the approval of management, you could get into trouble and disciplinary action will be taken against you.

Any organisation must have rules and a standard of conduct and both employees and management must adhere to these rules and standards of conduct.

Disciplinary action is usually initiated by management in response to unsatisfactory work performance or unacceptable behaviour on the part of workers.

The requirements for disciplinary procedures are:

Management has the right to take appropriate disciplinary action against any worker who acts in a manner conflicting with the interests of the organisation

Workers have the right to a fair hearing

Workers have the right to appeal against any disciplinary measure they consider unjust

The emphasis of the disciplinary action must fall on prevention, (so that it does not happen again) justice and rehabilitation (to help the worker improve his/her performance)

Disciplinary procedures usually have a number of stages from an informal verbal warning by the supervisor, to written warnings and eventually a disciplinary enquiry which could lead to the worker’s dismissal.

The stages of disciplinary action as well as the type of action should be clearly defined in the disciplinary code.

* **Exercise disciplinary policies and procedures group activity**

In a group, obtain a copy of the college’s disciplinary code. You can also obtain the disciplinary code of any workplace. Study the disciplinary code and answer the following questions:

What are the stages and disciplinary actions for a worker who is abusive towards fellow employees?

What are the stages and disciplinary actions for a worker who makes too many errors while doing his/her job?

What are the stages and disciplinary actions for a worker who continually misses deadlines?

* **Basic numeracy skills**

Basic numeracy skills include the ability to add, subtract, multiply and divide. This is very important when dealing with stationery, as you have to be able to determine minimum and maximum stock levels, you have to add new stock and subtract items from stock as you issue stationery. You also have to calculate the selling prices on the invoices against the quotes received from suppliers.

At times you will also have to calculate the VAT payable on stock items in order to determine the total amount payable. VAT is currently 14% and is added to the price of goods where the supplier quotes prices that exclude VAT. This is calculated by using the % sign on the calculator: enter the amount of the goods and multiply by 14% to get the VAT amount. Add this to the amount of the goods to determine the total amount.

* **Organisational policies and procedures for ordering and distributing office supplies**

We have mentioned that you should follow the policies and procedures for ordering, maintaining stock levels and distributing office supplies. Make sure that you know what these procedures are.

If no procedures exist, develop and implement procedures, following the guidelines laid down in this learner guide.

* **Contact details for office suppliers**

We suggest that you make a list, either manually or on the computer, of office suppliers. You will find their contact details on their invoices or in the telephone book. Take note of

Name of the supplier

Contact person

Telephone number

Fax number

E-mail address (if you are able to order via e-mail)

Also note how competitive their prices are and how reliable their deliveries are: do they deliver on time, is the full order usually delivered, etc.

**Formative assessment 2-3**

**Formative assessment 1 SO1, AC1-4**

* ***Group practical activity***

In a group, design the following forms on a computer:

* Stationery stock sheet
* Stationery requisition form

Find out from the college what stationery they use. Make a list of the stationery that is required.

Determine minimum and maximum levels of at least 6 items.

Do a stock take of the 6 items you have identified and note the items that have reached minimum levels.

Fill out an order form to order these items from the supplier.

Make a list of the suppliers and their contact details

Find out from the college how stationery is issued and controlled. Compare the procedure to the one suggested in the learner guide and develop a procedure for issuing stationery.

**Formative assessment 2**

* ***Basic numeracy skills -******Individual activity***

Use a copy of the stock card and do the following exercise:

The balance of the stock of black ball point pens was 15. You ordered a box containing 144 pens. Add this to the stock. Deduct the orders for pens for the following departments:

* Sales 12
* Finances 3
* Marketing 18
* Production 7

Calculate the balance after you have issued office supplies.

The price quoted for the pens was 1028.16 for the box, excluding VAT. Calculate the VAT at 14% for the box of pens, to determine the total amount payabale.

Calculate the price for individual pens, including VAT.

**Formative assessment 2SO2, AC1-4; SO3, AC1-6**

* ***Group practical activity***

Do a survey amongst college staff or your colleagues at work about the procedure for ordering stationery. Analyse the replies and write a memo to your supervisor wherein you make suggestions for improving the procedure.

Your group has to issue the stationery to the college (or your place of work) at least once, following the procedures laid down by the college. Identify and highlight areas of non-conformance and make suggestions to improve the procedure.

Make a list of suppliers as suggested in the learner guide