

Purchasing and Supply Management Level II

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Acronyms

OHS	Occupational Health and Safety
WHS	Work Health and Safety

Introduction to the module

While employers in every industry are required to protect the health, safety and welfare of their employees under government legislation and regulations, the retail industry, and indeed each individual retail outlet, has its own specific risks that need to be evaluated and managed. The Health & Safety act of countries is the primary statute covering occupational health & safety in each operational activity throughout the nation. The act outlines the responsibilities of an employer in doing everything ‘so far as is reasonably practicable’ to protect employees and members of the public on their premises. Although it is impossible to foresee and prevent accidents beyond their control, most risks can be eliminated or minimized through ongoing assessment of a workplace environment, with practical steps taken to manage and eliminate dangerous behaviors and conditions.

Module units

- Introduction to storage and warehousing
- Team work
- Storage safety
- Effective work habits
- Work health and safety records

Learning objectives of the Module

At the end of this session, the students will be able to:

- Understand storage and warehouse safety requirements
- Know and apply Team work
- Understand storage safety
- Develop effective work habits
- Maintain WHS records

Module Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described below.
3. Read the information written in the information Sheets
4. Accomplish the Self-checks

Unit one: Storage and warehousing

This learning unit is developed to provide the trainees the necessary information regarding the following content coverage and topics:

- Organizational and legislative requirements
- Organizational Goals and objectives
- Roles and responsibilities of employees, employers
- Organizational values and standards
- Behaviors contributing for a safe working environment

This unit will also assist you to attain the learning outcomes stated in the cover page. Specifically, upon completion of this learning guide, you will be able to:

- Understand Organizational and legislative requirements
- Understand Organizational Goals and objectives
- Describe Roles and responsibilities of employees, employers
- Know organizational values and standards
- Understand behaviors contributing for a safe working environment

1.1. Overview of Storage and Warehousing

1.1.1. Storage

A manufacturer needs to keep adequate stock of raw materials to ensure smooth production. A trader has to maintain adequate stock of the products he sells to meet the demand. Maintenance of stocks of raw materials and finished products calls for storage. Storage helps to preserve goods at a particular place until these are required elsewhere.

1.1.1.1 Functions of Storage

- To preserve goods that is produced only during a particular season but is demanded throughout the year (agricultural goods).
- To preserve goods that are produced throughout the year but demanded during a particular season (crackers, umbrellas, etc.).
- To preserve the quality of certain goods, this in the absence of proper storage will deteriorate.
- To enable businessmen to make speculative gain, i.e., to wait and sell at a higher price.
- To protect goods from pests and insects.
- To ensure smooth production and distribution.

1.1.2. Warehousing

The meaning of the word ‘*ware*’ is ‘*article*’. A warehouse is a place where goods are stored. It is otherwise known as a ‘*godown*’. It is usually found away from the place of business of a merchant. The advantages of warehouse are listed below. Warehousing can be defined as that part of a firm’s logistics system that stores products (raw materials, parts, goods-in-process, finished goods) at and between point of origin and point of consumption, and provides information to management on the status, condition, and disposition of items being stored.

1.1.2.1 The elements of warehousing

While warehousing may seem simple since it mainly involves leaving products in storage, there are several processes involved to ensure it’s done efficiently and inventory can be moved in and out quickly, including.

- **Capacity planning:** - Space is the key resource. Therefore, when a shipment of products is expected, staff needs to plan for where the products are going to be stored to make the most efficient use of the space.
- **Receiving inbound shipments:** - when products arrive at the warehouse, staff will need to receive the items and carefully move them to a staging area for processing.
- **Tracking inventory:** - As items flow in and out of the warehouse, they need to be registered in the warehouse inventory management system to ensure administrators can track what's currently in inventory and plan for future changes.
- **Storing products:** - after products have been received and processed, they need to be stored. This can involve putting the products in bins and pallets and then using moving equipment to transport them to their appropriate storage space.
- **Controlling climate:** - Depending on the nature of the products, factors like temperature, humidity, or pressure may need to be kept constant. For example, frozen goods will need to be stored in areas where the temperature is below freezing. These requirements will affect how and where products are stored within the facilities to ensure proper quality.
- **Reorganizing:** - As new products are brought in, existing inventory may need to be moved to make sure the whole space is being most efficiently utilized. Any changes need to be tracked and updated in the inventory management systems.
- **Retrieving and outbound shipping:** - finally, when products need to go out of the warehouse for shipment, staff needs to retrieve, process, package, load them, and then release them from inventory to allow space for new inbound products.

1.1.2.2 Advantages of Warehouse

The following are some of the advantages of warehouse.

- It protects the goods until they are moved to the factory (to be used in production) or to the market (for sale).
- It provides place for goods that are received in bulk.
- It facilitates easy sale of goods when it is located near the market.
- It facilitates uninterrupted sale. 'Out of stock' situation is avoided.

- The ‘warehouse receipt’ issued to a merchant, who has stored his goods in a public warehouse, also enables him to get financial assistance. A warehouse receipt is a document of title.
- It helps to equalize price by matching the demand and supply position.
- It provides employment opportunities to many.
- Cold storage provides longer life to certain easily perishable items like fish, dairy products, etc.
- It facilitates large-scale production of goods. The producer need not bother about storage.
- It is necessary to perform certain marketing activities like grading, packing, etc.

1.1.2.3 Types of Warehouses

There are different kinds of warehouses. A ‘**private warehouse**’ is one, which is maintained by a merchant for his own use. A ‘**public warehouse**’ provides storage facility to any individual or business unit. ‘**Bonded Warehouses**’ are located near ports. It enables an importer to take delivery of his goods after paying the customs duties.

1. Public Warehouse

Its activities are regulated and controlled by the Government. Any member of the public can utilize the services of the public warehouse. The rent payable is determined by the Government and it will always be a very nominal amount. These warehouses have been built on scientific lines and therefore, they offer complete protection to the goods that are stored against spoilage, theft or damage. These warehouses are fully equipped with such devices as the crane that makes loading and unloading easier.

Private warehouses cannot afford to have such facilities. Skilled laborers work in these warehouses who can give expert advice to the customers. The receipt issued by these warehouses can be provided as a collateral security for a loan.

2. Bonded Warehouse

It is located near ports. It is owned by the Dock Authorities. An importer who is unable to pay his duties immediately can have his goods placed in the bonded warehouse. For this, he has to enter into a bond along with sureties assuring payment of the duty. He can collect the goods after paying his dues.

Delivery of a part of the goods can be affected by remitting the proportionate duty. The importers are allowed to do further processing on the goods kept in the bonded warehouse like

mixing, packing, etc. They can take the buyers to such a warehouse to enable the latter to inspect the goods. This enables the importer to sell the imported goods while they are lying in the warehouse. It also enables the importer to export the imported goods without paying any duties.

The Central Warehousing Corporation (CWC)

Provide warehouses at suitable places in the country. It provides storage facilities to individuals, co-operative societies and others. It also provides facilities for transporting agricultural goods from the place of production to the place of warehouse.

The CWC acts as the agent of the Government for the purchase, sale, storage and distribution of agricultural goods, seeds, manures, etc. It also subscribes to the share capital of the State Warehousing Corporations.

1.2. Organizational and legislative requirements

Laws have been put in place to ensure that organizations and individuals meet a minimum standard of care to ensure their activities do not result in harm or loss to others. Breaches of these laws can result in fines, jail or both.

Local government will also have a range of requirements that must be met. Councils will control those things that affect the community and which are not covered by broader legislation, such as requirements / restrictions related to construction / building, planning, traffic management, community activities and events. Councils may also impose further or specific obligations over and above legislative requirements.

Legislative requirement

Legislation is the process of preparing and enacting of laws by local, state, or national legislatures. In other contexts it is sometimes used to apply to municipal ordinances and to the rules and regulations of administrative agencies passed in the exercise of delegated legislative functions.

Legislation involves not only action by a legislative body, but also participation by the executive. Concurrence by the executive is required to make legislation effective except where the exercise of veto power is overridden by a sufficient majority of each house of the legislature.

Regulatory Requirement

regulatory Requirements means all applicable statutes, statutory instruments, orders, regulations and codes of practice (whether or not having the force of law) in force from time to time, and in

particular but without limitation the requirements, rules, regulations, guidance and codes of practice.

Examples of legislative requirements may include:

Legislation dealing with

- Disasters, emergencies
- Occupational health and safety
- The environment
- Equal employment opportunity
- Privacy

Local government requirements dealing with

- land use planning
- building and planning permits
- business permits
- community interaction
- noise limits
- traffic management
- **Use of community facilities and event permits.**
 - safety standards
 - operating procedures
 - emergency procedures
 - Management procedures.

Requirements for the organization will be defined during the establishment of the emergency risk management context. This stage may also highlight the requirements of stakeholder organizations. Clarification of stakeholder organizations' requirements will be refined through ongoing consultation.

All employees, contractors, suppliers, clients, etc will be required to know what the legal, regulatory and organizational requirements are and to work within them. Breaches of organizational policies and procedures can result in injury or death, legal action being taken by an affected stakeholder or a stakeholder organization withdrawing their support.

Organizations' like businesses operate within a framework of:

A) External Factors like:

- legislation (government laws)

- awards and enterprise agreements (includes unions)
- industry Codes of Practice

B) Internal Factors like:

- the business plan (includes goals, objectives, systems and processes)
- policies and procedures (includes OHS, equal opportunity)
- ethical standards
- management structures
- duty of care

1.3. Organizational Goals and objectives

Goals are the desired outcomes of the business's activities. Objectives tend to be precise, measured actions, with time for completion. Generally, obtaining a goal will require completion or accomplishment of various objectives. As such, objectives can be thought of as pieces of a goal. While goals are often repeated over time, objectives tend to be specific and carried out during a single period - rather than repeated.

Goals and objectives tend to be broader at higher organizational levels. They become more specific, narrow, and time-specific at lower levels of the organizational hierarchy. Further, goals and objectives may be broken down by divisions, functional areas, groups or teams within the organization.

Goals serve the following functions:

- **Provide Guidance and Direction** - Goals demonstrate to all parties involved where the company is going.
- **Coordinate Planning and Actions** - These individuals can see holistically why the individual objective being undertaken are important in accomplishing the company's mission.
- **Motivate Employees** - Employees are motivated by understanding the purpose of their actions. Also, goals can be tied to specific rewards for accomplishment.
- **Facilitates Process Control** - Goals allow companies to measure progress. Also, managers can evaluate the effectiveness of employees in accomplishing goals.

Generally, objectives serve the following functions:

- Further the overarching goals;
- Allow individuals to work specifically on one aspect of goal accomplishment;

- Allow managers to align the efforts of individuals and groups;
- Provide a timeline for accomplishment or completion;
- Identify specific desired results,
- Makes specific individuals or groups accountable for specific tasks, and
- Allow managers and employees to measure results.

1.3.1. Types of organizational goals based on Scope

There are three main types of organizational goals:

1. Strategic goals

These are goals often big picture, qualitative, long-term goals -- an organization aims to achieve. They may also be referred to as *strategic goals*. Strategic goals detail a company's objectives as described in its mission statement or in public statements, such as a corporate charter or annual reports. They help to build the organization's public image and reputation. Such goals are often qualitative and harder to measure.

2. Tactical goals

These are smaller picture, qualitative goals -- often with a quantitative element -- that focus on transforming official goals into operational goals. These are team goals. Tactical goals bridge the gap between strategic and operative goals. They help connect measurable everyday business processes to the big picture goals outlined in a company's strategic plan.

3. Operative goals

These are goals with measurable steps required to achieve a desired outcome. They're often smaller team goals or individual goals. Operative goals are the actual, concrete steps an organization intends to take to achieve its purpose. A business's operative goals often don't parallel its official goals; for example, while a nonprofit volunteer organization's main official goal may be community service, limited funding might mean that its operative goal of fundraising will take precedence. Operative goals are often short-term goals organizations seek to achieve through their operating policies and undertakings and are measured quantitatively. Their success is based on metrics. Companies can outline the specific steps they need to take to achieve operative goals.

Businesses also set operational goals to determine what processes can help them realize operative goals. These include specific, day-to-day operational tasks needed to run a business and help drive scalability and business growth. Key organizational goals can also include:

employee and management performance, productivity, profitability, innovation, market share and social responsibility goals.

1.3.2. Types of organizational goals based on Content

Financial goal: - Specifies a financial Target

Growth: - aims to expand Part of the business

Employee: - helps with career advancement

Process: - improves procedures that optimize the business

Social: - promotes diversity or sets sustainability goals that that improves the environment.

Time-based: - applies a timeline of days/weeks/months/years to accomplish the tasks.

Goals can help a business grow and achieve compliance, and establish its big picture financial objectives. Organizations set specific goals to help measure their progress and determine the tasks that must be improved.

Goals need to be the following:

- Specific,
- Measurable,
- Achievable,
- Relevant and
- Timely.

What does SMART mean?



Figure 1.1 Smart goals

1.3.3. Steps for setting organizational goals

A company can take the following general steps when setting up organizational goals:

1. **Assess the state of the business.** Examine the current state of the business and external factors that affect it, such as industry trends. A SWOT analysis can help identify a company's -- or team within the company -- strengths, weaknesses, opportunities and threats. A PESTLE (political, economic, social, technological, legal, environmental factors) analysis can be useful for accounting for external factors. If setting operational goals, a team might cross-reference its strengths and weaknesses against the larger goals set by the organization.
2. **Establish each goal.** Decide how the business or team wants to use this information to improve it. Brainstorm goals and choose those goals that capitalize on opportunities for growth.
3. **Prioritize goals.** Establish a time frame and delegate the goals to different teams or team members based on responsibility and ranking. Consider external factors when determining goal deadlines.
4. **Establish measurement metrics.** Determine how the progress of goals will be measured. Some goals may more readily lend themselves to quantitative measurement. Set tangible benchmarks that teams can reach.
5. **Integrate goals with processes.** Incorporate the goals into the team's or business's way of working and develop methods to achieve them.
6. **Communicate goals to those involved.** Share the goals with others who weren't immediately involved in devising the goals and look for ways that different teams can work together to reach goals. Make goals visible and communicate them in a clear and concise fashion.
7. **Evaluate progress.** As time goes by and progress is made or circumstances change, evaluate progress using predefined metrics, and revise goals and optimize processes if appropriate. Encourage feedback to help assess goals and team performance.

1.4. Roles and responsibilities of employees, employers

Employee rights and responsibilities are important to ensure that all employees are made aware of what they should be doing to promote a safe and healthy work environment for themselves as well as colleagues. Such rights and responsibilities can include benefits, safety regulations, health rules, use of protective gear, etc. This can also include complying with the Occupational Safety and Health Administration (OSHA) standards, reading posters set up throughout the workplace that establish those rights and responsibilities, and warning signs for what employees shouldn't be doing to put themselves or someone else at risk of a work-related injury or illness

1.4.1. Rights and responsibilities of employees

It is important that you can differentiate between rights and responsibilities, particularly between those of employees as against those of employers. Rights are the entitlements you can expect to be given or the way you can expect to be treated. Responsibilities are tasks that you must complete or actions that are expected of you, that is, your obligations.

a. Rights of employees

Employee rights in the workplace may include the following rights to:

- Be paid the correct wage
- Be able to join a union
- Have sick leave or annual leave
- Be provided with a safe work environment
- Work in an environment free from discrimination and harassment
- Resign
- Not be dismissed unfairly
- Have access to a grievance resolution process
- Be given explicit instructions regarding work tasks
- Receive advice and training
- seek promotion based on merit

b. Responsibilities of employees

Employee responsibilities in the workplace may include the right to:-

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- treat all co-workers equally
- take reasonable care of the health and safety of others
- report any unsafe work practices, accidents or injuries
- attend work and to be punctual, giving an honest day's work
- obey all lawful instructions
- observe confidentiality and privacy of enterprise, clients and colleagues
- know the terms of their employment
- be accountable for money, material and property belonging to the employer
- be courteous and give good service to clients/customers
- respect cultural and social diversity among employees and clients
- advise the employer of inability to work
- give up all inventions made within the employer's time

1.4.2. Rights and responsibilities of employers

a. Rights of employers

Employers rights may include, to

- dismiss workers according to the Commonwealth Workplace Relations Act
- expect loyalty from employees
- expect reasonable care to be taken by all employees
- expect employees to be accountable for money or resources in their care

b. Responsibilities of employers

Employees responsibilities may include, to

- provide a safe work environment
- provide a workplace free from discrimination and harassment
- report to Work Cover any serious accidents
- hold worker's compensation insurance
- provide risk management
- provide appropriate safety equipment
- consult with employees with respect to occupational health and safety

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- pay employees the correct wage
- provide conditions in line with the award
- treat all employees fairly, applying Equal Employment Opportunity(EEO) principles
- not unfairly dismiss an employee
- give clear instructions
- evaluate performance and provide feedback to employees
- provide advice and training
- give due consideration to all relevant legislation

1.4.3. Other Rights and Responsibilities of Employers and Employees

Anti-discrimination

Anti-discrimination laws make it illegal to discriminate against someone on the grounds of a person's sex, race, marital status, pregnancy, physical impairment, intellectual impairment, and sexual orientation, religious or political beliefs. Discrimination in the workplace means that people are not given the same opportunities for gaining a job, a promotion or training and development on the grounds stated above.

Workplace Agreements

A work place Agreement is an individual agreement between an employer and an employee that overrides an existing award. They can provide better conditions than an award but anyone covered by one cannot be any worse off than they would be if covered by an award.

Awards

An award is a legal document which sets out the rights, entitlements and obligations of employers and employees, including rates of pay, hours of work, penalty rates, and casual and part-time work and grievance procedures.

Employment contracts

An employment contract is an agreement about the employee's conditions of employment. It can be either verbal or in writing. It is a good idea to have it in writing so that it can be referred to if there is a dispute. It must include such details as pay rates and entitlements like sick leave and annual leave. It is a good idea to get advice before the employee signs it so that he/she fully understands the terms.

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Enterprise Agreements

An enterprise agreement is a legal document setting out the same conditions as an award, but it covers the workers in one organization only. Again, there are state and federal enterprise agreements.

Equal Employment Opportunity

EEO means more emphasis is placed on finding the best person for the job, considering everybody's skills and abilities equally, with no discrimination in employment policies and practices, particularly in areas of recruitment, training, career progression and workplace restructuring.

Harassment

Harassment should not be confused with discrimination. Harassment is any form of behavior that is not wanted and not asked for that humiliates, offends or intimidates someone. It usually is sexually or racially biased. Behavior considered harassment includes displaying or circulating material that is racist, sexist, sexually explicit, homophobic etc; verbal abuse or comments; offensive jokes, gestures or conduct; ignoring, isolating or segregating a person or group of people because of their sex, homosexuality, race etc.

Unions

A union is an organization set up by employees to assist them in the workplace, in order to increase their bargaining power. Anyone can join a union, except for military personnel. Unions can help with advice on work issues; health and safety issues; protection from harassment and discrimination; pay and entitlements; career structures; equal opportunity and equal pay; making sure that rights are protected; advice and assistance in workplace bargaining.

Workplace bullying/ Mistreatment/

Unions have had a big campaign to stop workplace bullying. Someone engaging in workplace bullying intimidates, degrades or humiliates other employees sometimes in the presence of co-workers and clients. It can include verbal abuse and behavior, which is intended to punish; constant unreasonable criticism; put-downs and sarcasm; poorly managed conflicts of opinion or personality clashes. Inappropriate comments about appearance are common as are isolation at work, overloading with work or underutilization of skills, exclusion from meetings, denial of

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promotion and even assault. Workplace bullying leads to stress-related health problems, high incidence of sick leave, resignation, low self-esteem, low morale and poor performance.

1.5. Organizational values and standards

Organizational standards are the specification of principles and procedures by which the institution assures that it provides an appropriate learning and research environment. Organizational standards are similar to 'quality standards' when used in the sense of expectations and norms of behavior or provision.

Types of standards include:

- Internal standards – set by top management and filter down
- External standards – set by other organisations such as the government and industry bodies
- Predetermined standards – set by a budget or strategic plan

Most organizations expect you to behave in a courteous and polite way and to treat colleagues, customers and visitors with respect. There is also an expectation to follow organizational requirements.

For example, the business has a policy that says that the lights must be switched off each night to save on electricity costs. Possible ways to deal with the issue of a staff member always leaving the lights on are:

- Confront the person directly and explain why they should turn the lights off at night.
- Complain to another work colleague about the issue.
- Talk to your supervisor and ask them to talk to the person.
- Make sure you are the last to leave so you can turn the lights off yourself.
- Bring the issue up at a staff meeting.
- Put a copy of the environmental policy on the person's desk.

Make a sign that says 'Turn the lights off' and put it next to the light switch

Organization values are the beliefs and principles that drive a business forward. These abstract ideas guide the way people within an organization think and act in everything they do and may even inspire the company's creation.

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Managers may also consider their organization's values before deciding how their company or department should operate and develop. As organizational values shape corporate culture, hiring managers look for people who share their company's values. They also expect employees will act according to the organization's values to achieve the company's goals and maintain the company culture.

1.5.1 Benefits of organization values

Just like personal values, organization values can help shape a business's identity. Defining and promoting organization values can benefit businesses by:

- Providing a framework for decision-making: Understanding the organization's values can help people throughout the business make decisions that align with what the company stands for.
- Setting an example for employees: Understanding organization values helps employees know how they should behave when they're representing the business.
- Differentiating businesses from competitors: Organization values help employees and consumers understand how a business differs from others in the same industry.
- Attracting talent: People look for companies whose values align with their own when searching for work, so promoting organizational values can be a great recruitment technique.
- Attracting business partners: Just like employees, businesses want to work with other organizations that share their values.
- Increasing sales: Consumers often support businesses with values that align with their own, so promoting organizational values can be a powerful sales technique.

1.5.2 Types of values for an organization

Organizations typically hold a variety of values that work together to help them achieve their goals. Taking a broad approach, rather than focusing on just one type of value, helps businesses succeed and be good corporate citizens. Most companies focus on a few values that their employees and the public can remember. Choosing five values, for example, helps employees concentrate on upholding the values that matter most to their firm.

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Note that some organizations' values may also pertain to multiple categories. For example, accountability can be both a market value and financial value. That's because an accountable company means it is accountable to consumers and shareholders. The five most common types of organizational values are:

a. Corporate stewardship values

Corporate stewardship values show a commitment to the responsible use of resources. These values aim to make the world a better place by making decisions that show respect for the planet and its people. Examples of corporate stewardship values may include:

- Respect
- Sustainability
- Integrity
- Ethics
- Good citizenship

Upholding these values may lead companies to take the following actions:

- Paying all employees and contractors fair wages
- Ensuring all employees and contractors work in safe conditions
- Working with a designer to reduce carbon footprint in all offices
- Replacing single-use plastic straws in branches with biodegradable paper alternatives
- Introducing volunteer leave so employees can work regularly with nonprofit partners

b. Market values

Market values help businesses satisfy their customers' wants and needs. These values concern the way they sell and promote their products and services. Examples of market values may include:

- Customer experience
- Inclusivity and representation
- Quality
- Honesty
- Accountability

Upholding these values may lead companies to take the following actions:

- Meeting or exceeding customer expectations with every interaction
- Thoroughly testing all products
- Resolving customer complaints in a timely fashion
- Publishing company reports on the corporate website
- Using models of different sizes, ethnicities and gender identities in marketing materials

c. Financial values

Financial values concern the way businesses manage their money. These values help companies please stakeholders by boosting profits and making sure they stay economically viable. Some examples of financial values include:

- Financial stability
- Results-oriented
- Constant improvement
- Organization
- Corporate giving

Upholding these values may lead companies to take the following actions:

- Creating clear budgets so all departments understand what they can spend
- Conducting monthly financial reports to monitor cash flow and financial results
- Donating a portion of profits to local charities

d. Team values

Team values concern the way employees work and interact. Often people outside the business are unaware of these values, but they play a key part in defining a business's corporate culture. Some examples of team values include:

- Learning
- Passion
- Fun
- Balance
- Collaboration

Upholding these values may lead companies to take the following actions:

- Introducing regular social events for employees, such as weekly buffet lunches or end-of-month drinks
- Implementing training programs that can help employees consistently learn
- Assigning group projects where its employees get to work with others and learn from their skills
- Encouraging its employees to take all their annual leave
- Introducing flexible working conditions, such as allowing employees to work from home part-time or telecommuting full time

e. Artistic values

Artistic values are beliefs surrounding original thinking. Upholding these beliefs helps businesses differentiate themselves and move forward uniquely. Some examples of artistic values include:

- Creativity
- Innovation
- Boldness
- Expression
- Curiosity

Upholding these values may lead to companies taking the following actions:

- Assigning group projects so that different employees can work together in finding creative solutions
- Empowering all of its employees to share their views at meetings
- Holding annual think tanks where its employees can work in teams on new projects that can bring value to the business
- Enrolling employees in seminars and conferences so that they can learn new perspectives and ways of doing things

Encouraging employees to accept and learn from failure, so they feel more comfortable taking risks that could lead to innovation

1.6. Behaviors contributing for a safe working environment

Workplace cooperation is about working in harmony with both colleagues and supervisors within the requirements of the organization. Cooperation is a two-way behavior and applies equally to employers and employees. You can begin to work cooperatively by:

- Working as a team member
- Discussing and negotiating problems and tasks with other employees
- Solving problems as a group
- Listening to the ideas and opinions of other employees in the team
- Sharing your knowledge and skills.

- identifying and reporting any risks or hazards
- solving problems as a team
- using business equipment according to guidelines

Goals and rules differ from organization to organization. What might be accepted in one company may not be in another. It is your responsibility to be familiar with the requirements of the organization, and if in doubt, to seek assistance from an appropriate person. For example, what are the dress rules for your organization? What are the rules about personal phone calls and emails?

1.6.1 Acceptable Behavior

Having a positive work environment for its employees can mean the difference between success and failure for an organization. There are many ways in which employees can help to create a positive workplace. One way is to demonstrate behaviors that are professional and acceptable for the workplace.

Every organization expects that all of its employees will perform their job by applying the highest standard of behavior. We call this professionalism. To achieve this standard it is essential that employees work in an environment that does not tolerate unacceptable behavior at any time.

The following are some of the acceptable behaviors in the work place.

- Respect for others and yourself
- Acceptance of others regardless of age, physical appearance, disability, race, nationality and position
- Open and honest communication
- Trustworthiness, reliability and professionalism in everything that you do
- An understanding of how good and bad behaviors can affect others
- The ability to give honest feedback based on real evidence, not on innuendo and accusations
- An understanding that people are usually working to the best of their ability

1.6.2 Unacceptable Behavior

Unacceptable behavior in the workplace often involves bullying, harassment or discrimination. It may also be things like being rude, not respecting the privacy of others, not respecting confidentiality and gossiping. These behaviors upset people and lead to good, productive people leaving an organization.

Following are some examples of unacceptable behavior:

- Making jokes or comments about a person's race or nationality.
- Criticizing people in their absence.
- Making unwanted sexual advances.
- Threatening a person that they may lose their job or fail to be promoted.
- Using foul and offensive language or gestures.
- Making deliberate unwanted physical contact, ranging from touching to assault.
- The use of pin-ups or posters that is sexual or violent in nature.
- Getting other people to bully and harass someone.
- Making comments about or excluding another person because they are younger, older, a different color or race, disabled or gay.

Self-check-1

Direction 1: Write true if the statement is correct and false if it is wrong

1. Legislative requirements are designed at lower level management.
2. Making jokes or comments about a person's race or nationality is acceptable behavior.
3. The type of goal which deals with the big picture of the organization is called operational plan.
4. Factors like goals, objectives and systems are external factors.

Directions 2: choose the best alternative answer from the given options

1. One of the following is not example of Artistic value
 - A. Creativity
 - B. Innovation
 - C. Financial stability
 - D. Expression
2. Identify the one which does not express employee's right?
 - A. Be paid the correct wage
 - B. be accountable for money, material and property belonging to the employer
 - C. Be able to join a union
 - D. Have sick leave or annual leave
3. One aim of e-procurement is increasing savings by sourcing items _____.
 - A. from the right source
 - B. of the right quantity
 - C. at the right price
 - D. of the right quality
 - E. none of the above
4. the first step in setting organizational goal is
 - A. Prioritizing goals
 - B. Establish measurement metrics
 - C. Establish each goal
 - D. Asses the state of the business.
5. Which of the following comprises the functions of organizational goals?
 - A. Coordinate planning and action
 - B. Motivate employees
 - C. Facilitate process control
 - D. All are correct answers.

Direction 3: Answer all the questions listed below.

1. Briefly describe the difference between legislative and regulatory requirements.
2. Explain the three types of goals in accordance with scope.
3. Write at least four responsibilities of employers
4. Write three unacceptable behaviors in the work place.
5. Define organizational values and give at least three examples.

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Unit Two: Team work

This learning unit is developed to provide the trainees the necessary information regarding the following content coverage and topics:

- Concept and role of team work
- Size and types of teams
- Characteristics of successful teams

This unit will also assist you to attain the learning outcomes stated in the cover page.

Specifically, upon completion of this learning guide, you will be able to:

- Understand Concept and role of team work
- Describe size and types of teams
- Understand characteristics of successful teams

2.1. Introduction Team work

A team is defined by its composition, culture, and goals. It is made up of people with complementary skills who have common goals. Team is a group whose members influence one another toward the accomplishment of an organizational objective or purpose. A collection of individuals who are interdependent in their tasks, who share responsibility for outcomes, who see themselves and who are seen by others as an intact social entity embedded in one or more larger social systems and who manage their relationships across organizational borders. A group consists of any number of people who interact with one another, are psychologically aware of one another, and think of themselves as a group.

2.2. Role of team work

A tendency to perform, contribute and interrelate with others in a particular way. Team role shows the different types of contribution that is made to the team. Team role: team roles describe your "soft product" contribution to team discussions and interactions. For example, when a team meets to resolve a team problem, each team member contributes a different type of perspective to the discussion, and tries to achieve a different effect. One person may want to clarify the problem being discussed; another may suggest ideas for resolution; a third may try to analyze the situation and produce an explanation of how the problem came about.










2.2.1. Team role model (Belbin's Model)

Belbin identified nine team roles and he categorized those roles into three groups:-

- Action Oriented,
- People Oriented, and
- Thought Oriented.

Each team role is associated with typical behavioral and interpersonal strength

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	Team role	Strengths	Allowable weaknesses
Action oriented roles	 Shaper	<ul style="list-style-type: none"> Challenging, dynamic, thrives on pressure The drive and courage to overcome obstacles 	<ul style="list-style-type: none"> Prone to provocation Offends people's feelings
	 Implementer (company worker)	<ul style="list-style-type: none"> Disciplined, reliable, conservative and efficient Turns ideas into practical actions 	<ul style="list-style-type: none"> Somewhat inflexible Slow to respond to new possibilities
	 Completer finisher	<ul style="list-style-type: none"> Painstaking, conscientious, anxious Searches out errors and omissions Delivers on time 	<ul style="list-style-type: none"> Inclined to worry unduly Reluctant to delegate
People oriented roles	 Co-ordinator (Chairman)	<ul style="list-style-type: none"> Mature, confident, a good chairperson Clarifies goals, promotes decision-making, delegates well 	<ul style="list-style-type: none"> Can often be seen as manipulative Off loads personal work
	 Teamworker	<ul style="list-style-type: none"> Co-operative, mild, perceptive and diplomatic Listens, builds, averts friction 	<ul style="list-style-type: none"> Indecisive in crunch situations
	 Resource investigator	<ul style="list-style-type: none"> Extrovert, enthusiastic, communicative Explores opportunities Develops contacts 	<ul style="list-style-type: none"> Over-optimistic Loses interest once initial enthusiasm has passed
Cerebral roles	 Plant	<ul style="list-style-type: none"> Creative, imaginative, unorthodox Solves difficult problems 	<ul style="list-style-type: none"> Ignores incidentals Too pre-occupied to communicate effectively
	 Monitor evaluator	<ul style="list-style-type: none"> Sober, strategic and discerning Sees all options Judges accurately 	<ul style="list-style-type: none"> Lacks drive and ability to inspire others
	 Specialist	<ul style="list-style-type: none"> Single-minded, self-starting, dedicated Provides knowledge and skills in rare supply 	<ul style="list-style-type: none"> Contributes only on a narrow front Dwells on technicalities

A. Action Oriented Roles

- I. **Shaper:** Shapers are people who challenge the team to improve. They are dynamic and usually demonstrative people who enjoy stimulating others, questioning norms, and finding the best approaches for solving problems. The Shaper is the one who shakes things up to make sure that all possibilities are considered. Shapers often see obstacles as exciting challenges and they tend to have the bravery to push on when others feel like quitting.

- II. **Implementer (IMP):-** Implementers are the people who get things done. They turn the team's ideas and concepts into practical actions and plans. They are typically conservative, disciplined people who work systematically and efficiently and are very well organized. These are the people who you can count on to get the job done. On the downside, Implementers may be inflexible and can be somewhat resistant to change.
- III. **Completer-Finisher (CF):-** Completer-Finishers are the people who see that projects are completed thoroughly. They ensure there have been no errors or omissions and they pay attention to the smallest of details. They are very concerned with deadlines and will push the team to make sure the job is completed on time. They are described as perfectionists who are orderly, careful, and concerned.

B. People Oriented Roles:

- IV. **Coordinator (CO):-** Coordinators are the ones who take on the traditional team-leader role and have also been referred to as the chairmen. They guide the team to what they perceive are the objectives. They are often excellent listeners and they are naturally able to recognize the value that each team members brings to the table. They are calm and good-natured and delegate tasks very effectively. Their potential weaknesses are that they may delegate away too much personal responsibility, and may tend to be manipulative.
- V. **Team Worker (TW):-** Team Workers are the people who provide support and make sure that people within the team are working together effectively. These people fill the role of negotiators within the team and they are flexible, diplomatic, and perceptive. These tend to be popular people who are very capable in their own right, but who prioritize team consistency and helping people getting along. Their weaknesses may be a tendency to be unsure, and to maintain uncommitted positions during discussions and decision-making.
- VI. **Resource Investigator (RI):-** Resource Investigators are innovative and curious. They explore available options, develop contacts, and negotiate for resources on

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behalf of the team. They are enthusiastic team members, who identify and work with external stakeholders to help the team accomplish its objective. They are outgoing and are often demonstrative, meaning that others are often interested to them and their ideas. On the downside, they may lose enthusiasm quickly, and are often overly positive.

C. Thought Oriented Roles

- VII. **Plant (PL):-** The Plant is the creative innovator who comes up with new ideas and approaches. They succeed on admire but criticism is especially hard for them to deal with. Plants are often introverted and prefer to work apart from the team. Because their ideas are so novel, they can be impractical at times. They may also be poor communicators and can tend to ignore given parameters and constraints.
- VIII. **Monitor-Evaluator (ME):-** Monitor-Evaluators are best at analyzing and evaluating ideas that other people (often Plants) come up with. These people are sharp and objective and they carefully weigh the pros and cons of all the options before coming to a decision. Monitor-Evaluators are critical thinkers and very strategic in their approach. They are often perceived as detached or unemotional. Sometimes they are poor motivators who react to events rather than initiating them
- IX. **Specialist (SP):-** Specialists are people who have specialized knowledge that is needed to get the job done. They pride themselves on their skills and abilities, and they work to maintain their professional status. Their job within the team is to be an expert in the area, and they commit themselves fully to their field of expertise. This may limit their contribution, and lead to a worry with technicalities at the expense of the bigger picture.

2.3. Size and types of teams

2.3.1. Team size

The size of a team can have a great impact on its effectiveness, productivity and happiness. There needs to be a balance between team member satisfaction, team productivity, and collaboration. Despite the availability of information and experience, there still seems to be a belief that throwing more people at a problem will solve it faster.

When deciding what the ideal team size is, there are a few factors to consider:

- Satisfaction of the individual team members
- The impact of team size on individual contributions
- Team Size and Communication Complexity

The ideal team size depends on the purpose of the team and the amount of collaboration needed between the team members. The higher the interdependence of tasks and need for team member collaboration, the more likely that a smaller team will perform better. But for most collaborative teams, the ideal team size is between 4 and 8.

2.3.2. Types of teams

- **Executive Team:-** An executive team is a management team that draws up plans for activities and then directs these activities. An example of an executive team would be a construction team designing. Blueprints for a new building, and then guiding the construction of the building using these blueprints.
- **Command Team:-** The goal of the command team is to combine instructions and coordinate action among management. In other words, command teams serve as the “middle man” in the task. For instance, messengers on a construction site, conveying instructions from the executive team to the builders would be an example Of a command team.
- **Project Teams:-** A team used only for a defined period of time and for a separate, Concretely definable purpose often becomes known as a project team. This category of teams includes negotiation, compassion and design team subtypes. In general, these types of teams are multi-talented and composed of individuals with expertise in many different

areas. Members of these teams might belong to different groups, but receive an assignment to activities for the same project.

- **Advisory Teams:-** Advisory teams make suggestions about a final product. For instance, a quality control group on an assembly line would be an example of an advisory team. They would examine the products produced and make suggestions about how to improve the quality of the items being made.
- **Work Teams:-ork Executive Team:-** An executive team is a management team that draws up plans for activities and then directs these activities. An example of an executive team would be a construction team designing. Blueprints for a new building, and then guiding the construction of the building using these blueprints.
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- **Advisory Teams:-** Advisory teams make suggestions about a final product. For instance, a quality control group on an assembly line would be an example of an advisory team. They would examine the products produced and make suggestions about how to improve the quality of the items being made.
- **Work Teams:-**work teams are responsible for the actual act of creating tangible products and services. The actual workers on an assembly line would be an example of a production team, whereas waiters and waitresses at a diner would be an example of a service team.

- **Action Teams:** - Action teams are highly specialized and coordinated teams whose actions are intensely focused on producing a product or service. A football team would be an example of an action team. Other examples occur in the military, paramedics, and transportation (e g., a flight crew on an airplane).
- **Sports Teams:-** A sports team is a group of people which play sports, often team sports together. Members include all players (even those who are waiting their turn to play) as well as support members such as a team manager or coach.
- **Virtual Teams:-** Developments in information and communications technology have seen the difference of the virtual work team. A virtual team is a group of people who work interdependently and with shared purpose across space, time, and organizational boundaries using technology to communicate and collaborate. Virtual team members can be located across a country or across the world, rarely meet face-to-face, and include members from different cultures.
- **Work Teams:-** Work teams (also referred to as production and service teams) are continuing work units responsible for producing goods or providing services for the organization. Their membership is typically stable, usually full-time, and well-defined. These teams are traditionally directed by a supervisor who mandates what work is done, who does it, and in what manner is it executed.
- **Self-Managed Team:-** Self-managed work teams (also referred to as autonomous work groups) allow their members to make a greater contribution at work and constitute a significant competitive advantage for the organization. These work teams determine how they will accomplish the objectives they are mandated to achieve and decide what route they will take to complete the current assignment. Self-managed work teams are granted the responsibility of planning scheduling, organizing, directing, controlling and evaluating their own work process.
- **Parallel Teams:-** Parallel teams (also referred to as advice and involvement teams) pull together people from different work units or jobs to perform functions that the regular organization is not equipped to perform well. These teams are given limited authority and can only make recommendations to individuals higher in the organizational hierarchy.

- **Management Teams:** Management teams (also referred to as action and negotiation teams) are responsible for the coordination and direction of a division within an institution or organization during various assigned projects and functional, operational and/or strategic tasks and initiatives. Management teams are responsible for the total performance of the division they oversee with regards to day-to-day operations, a delegation of tasks and the supervision of employees.
- **Managed Team:-** Managed groups sometimes also work together as a team on a single, focused objective or task. In such groups, people may come from diverse background, with each bringing a specialized skill to the team. Teams are responsible for the actual act of creating tangible products and services. The actual workers on an assembly line would be an example of a production team, whereas waiters and waitresses at a diner would be an example of a service team.

2.4. Characteristics of successful teams

Today, most workers are part of a work team. The following are qualities of successful members.

- **Honest and Straightforward.** A good team member is up front. He/she doesn't play games, or lead others on. You can count on a good team member to tell you what's what, whether it is good news or bad news.
- **Shares the Load.** A good team member does his or her fair share of the work there is a sense of equity and fairness, which is critically important for team members' collective motivation.
- **Reliable.** The good team member can be counted on. She or he meets deadlines and is on time.
- **Fair.** A good team member takes appropriate credit, but would never think of taking credit for someone else's work. Complements Others' Skills. An important characteristic of effective work teams is the shared capacity: Every member has areas of strength and some weak spots. A good team member provides some unique skills and/or knowledge that move the team forward.

- **Good Communication Skills.** Teamwork is social, so good team members need to be skilled, and tactful, communicators.
- **Positive Attitude.** No one would follow a pessimistic leader, and the same goes for team members. A positive, can-do attitude is critical for the good team member.

Ten (10) qualities of an excellent team player

Every organization relies on good teams. Effective teamwork in the workplace helps drive the organization toward success. Here are a ten qualities that can make a team player outstanding in the workplace:

1. **Show Genuine Commitment:-** Team players are genuinely committed to their cause. Good team players might make sure they are in the office when needed, but great team players will make “seat” time worth it and contribute as much as possible. They strive for excellence.
2. **Be flexible:** Instead of sitting on the bench watching the rest of the crew perform, an outstanding team player wants to see the magic happen through his or her efforts as well. They are flexible to the situations thrown their way, and they participate and tackle challenges without showing too many signs of stress or pressure.
3. **Don’t stay in the shadows: -** It is not in your interest to just sit quietly and get your work done. It’s a good thing to involve others, as long as you aren’t bothering people with questions you should know the answer to. Great team players come to their teammates having prepared their ideas clearly.
4. **Be reliable and responsible:-** in excellent team player will be reliable and responsible. They complete the tasks in order of priority, not necessarily in order that they’re given. When you’re not sure of what should take priority, ask your manager.
5. **Actively listen:** You are only a team player if you respectfully consider the viewpoints and ideas of other people as well. This is why diverse teams have the potential to so effective, and it all depends on active listening. Active listening is harder than you think. When you hear someone saying something you don’t initially agree with, keep from interrupting and don’t let your mind prepare any counter remarks. Just listen, and consider what they’re saying and more importantly, why they believe that.

6. **Keep your team informed:-** Share your opinion and ideas without trying to come up with a plan for taking credit for it. Transparency is key on a team, so keep your team members informed. Planning for your own success is important, but whether you get promoted may have a lot to do with how you communicated with your team members.
7. **Always be ready to help:-** Even if it is not in your job description, be generous with pointers or tips to help your team members. For example, if a member of your team is having trouble with a technology tool that is easy for you, offer to sit down with him and show him what you know.
8. **Support and respect others: -** It seems obvious that you wouldn't want to shut someone from your team out, or laugh at other people's ideas, but we do these things in a subtle way, without realizing it, all the time. It is important to become more self-aware of how you treat others. Remember, you'll receive respect when you give it to others. An ideal team player knows how to have fun, but he would never do it at someone else's expense.
9. **Be a problem-solver: -** Your team leader may be working on solving problems, but there is no reason why you can't offer solutions yourself. Your teammates will appreciate your skills, and this may pay off later when your manager considers you for a promotion!
10. **Recognize when you are wrong:-** A good team player will back off an idea when it becomes clear it's not the right path. If you believe strongly that your team is making a mistake, you can find a way to come back to the issue when the time is right, but being a stubborn stick in the mud is not a quality of a good team player

Self-check 2

Direction 1. Write true if the statement is correct and false if it is wrong

1. Honesty and straightforwardness are the characteristics of successful teams.
2. Team is a group of people having complementary competency and common goals.
3. Shaper is one of the people oriented roles.

Direction 2. Match items under column “B” with items column “A”.

A

1. People who get things done
2. Finishers
3. Traditional team leader Role
4. Explore available options and develop contacts
5. Analyzing and evaluating ideas

B

- A. Monitor- evaluator
- B. Completers
- C. Resource Investigator
- D. Implementers
- E. Coordinator

Direction 3: Write appropriate answers for the following questions

1. Define team work.
2. Briefly explain the three categories of team role.
3. Explain at least three types of teams.
4. Write at least three characteristics of successful teams.

Unit Three: Storage safety

This learning unit is developed to provide the trainees the necessary information regarding the following content coverage and topics:

- Storage policy and procedures
- Hazard prevention and mitigation mechanisms
- Handling hazardous goods
- Store emergency policy and procedures and Safe handling techniques

Keeping Purchase Records This unit will also assist you to attain the learning outcomes stated in the cover page. Specifically, upon completion of this learning guide, you will be able to:

- Understand Storage policy and procedures
- Know Hazard prevention and mitigation mechanisms
- Understand and apply Handling hazardous goods
- Describe Store emergency policy and procedures and Safe handling techniques

3.1. Storage policy and procedures

Materials handling is conducted in every department, warehouse, office, or facility of a company. Materials handling is a job that is performed by almost every worker in the workforce as sole duty or part of regular work and either by hand or with mechanical help. On an average, industry moves about 45 tons of material for each ton of product produced.

3.2. Hazard prevention and mitigation mechanisms

Warehousing and storage cover a wide range of activities that can result in various hazards and risks. Effective health and safety management involves employees, the employer, looking at the risks that arise in the workplace and then putting sensible health and safety measures in place to control them. By doing this an organization can protect most valuable asset, employees, as well as members of the public from harm. You will also help protect your premises, goods, equipment and reputation. Accidents, injuries and ill health are reported to the health and safety enforcing Authorities under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations.

Steps to successful health and safety management include:

- Concentrating efforts on these priorities;
- Identifying the key health and safety priorities within a business;
- Assessing the risks to employees and others;
- Eliminating risks where possible. Where risks can't be eliminated, they should
- Be reduced to an acceptable level;
- Using safe systems of work;
- Providing the workforce with adequate information and training;
- Involving the workforce and health and safety representatives in decision
- Making on health and safety issues; and
- Regularly reviewing performance.

Risk assessment

The first step in managing health and safety is to identify the priorities – ie to carry out a risk assessment. This book will help as it covers the recognized main hazards in warehouses. It is also important to consider additional hazards specific to a site that may also need attention. A risk assessment is simply a careful examination of what in your work could cause harm to people, so that you can weigh up whether you have taken enough precautions or should do more to prevent harm. Workers and others have a right to be protected from harm caused by a failure to take reasonable control measures. When thinking about your risk assessment, remember: working from ladders, an open drawer etc, the risk is the chance, high or low, that somebody could be harmed by these a hazard is anything that may cause harm, such as chemicals, electricity, and other hazards, together with an indication of how serious the harm could be.

Risk assessments can be broken down into five steps:

- Step 1** identifies the hazards;
- Step 2** decide who might be harmed and how;
- Step 3** evaluates the risks and decides on precautions;
- Step 4** record your findings and implement them; and
- Step 5** reviews your risk assessment and update if necessary.

Types of Hazards related with storage of goods includes the following

- Goods falling from shelving or racking
- Someone falling when climbing on shelving
- Stock or materials blocking fire exit routes
- Accumulations of used packaging
- Poor storage causing increased manual-handling risks, eg putting bulky items above head height
- Spillages of goods causing environmental damage or increasing the risk of slips and trips occurring
- Exposure to badly stored hazardous substances
- Contamination or danger caused by storing inappropriate materials together
- The use of mechanical-handling equipment, eg loads falling from forklift trucks

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- Vandalism, theft and arson causing pollution
- Flammable substances
- Unsafe racking
- Top heavy racking
- Smoking near flammable goods
- Improper storage of liquid petroleum gas
- Ladders with damaged or broken rungs
- Standing on boxes instead of ladders to reach items on shelves
- Inadequate lighting
- Lack of routine cleaning
- Broken glass
- Leaking chemical containers
- Accumulation of refuse and redundant equipment
- Aisles obstructed
- Obstructed fire exits
- Gas cylinders not chained to walls
- Inadequate storage space
- Working in confined Spaces

3.2.1. Risk mitigation planning process

There are five general steps in the design process of a risk mitigation plan:

1. **Identify all possible events in which risk is presented.** A risk mitigation strategy takes into account not only the priorities and protection of mission-critical data of each organization, but any risks that might arise due to the nature of the field or geographic location. A risk mitigation strategy must also factor in an organization's employees and their needs.
2. **Perform a risk assessment,** which involves quantifying the level of risk in the events identified. Risk assessments involve measures, processes and controls to reduce the impact of risk.

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3. **Prioritize a risk, which involves** ranking quantified risk in terms of severity. One aspect of risk mitigation is prioritization -- accepting an amount of risk in one part of the organization to better protect another. By establishing an acceptable level of risk for different areas, an organization can better prepare the resources needed for BC, while putting fewer mission-critical business functions on the back burner.
4. **Track risks**, which involve monitoring risks as they change in severity or relevance to the organization. It's important to have strong metrics for tracking risk as it evolves, and for tracking the plan's ability to meet compliance requirements.
5. **Implement and monitor progress**, which involves reevaluating the plan's effectiveness in identifying risk and improving as needed. In business continuity planning, testing a plan is vital. Risk mitigation is no different. Once a plan is in place, regular testing and analysis should occur to make sure the plan is up to date and functioning well. Risks facing data centers are constantly evolving, so risk mitigation plans should reflect any changes in risk or shifting priorities.

Types of risk mitigation strategies

There are several types of risk mitigation strategies. Often, these strategies are used in combination with each other, and one may be preferable over another, depending on the company's risk landscape. They are all part of the broader practice of risk management.

- **Risk avoidance** is used when the consequences are deemed too high to justify the cost of mitigating the problem. For example, an organization can choose not to undertake certain business activities or practices to avoid any exposure to the threat they might pose. Risk avoidance is a common business strategy and can range from something as simple as limiting investments to something as severe as not building offices in potential war zones.
- **Risk acceptance** is accepting a risk for a given period of time to prioritize mitigation effort on other risks.
- **Risk transfer** allocates risks between different parties, consistent with their capacity to protect against or mitigate the risk. One example of this would be a defective product built with some amount of third-party material. The producer of the product may transfer responsibility for a certain fraction of the risk because of this.

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- **Risk monitoring** is the act of watching projects and the associated risks for changes in the impact of the associated risks.

Risk can affect any combination of performance, cost and scheduling; therefore, different strategies should be used to address risks based on the way they affect these factors. For example, it might be more important for a company to perform well than for it to save money in a certain project scenario. The company would likely employ a risk acceptance strategy, temporarily prioritizing risks that affect performance more heavily than cost.

3.3. Handling hazardous goods

Normally, accidents related to dangerous goods occur when handling and transshipment of these materials is being performed. This type of mishap is usually caused by not taking into account the protection measures and regulations required to perform these tasks correctly or by not carrying them out in accordance with regulatory instructions. In this environment, the correct handling of loads is essential to guarantee a safe service. It will also be necessary to verify that the goods are correctly packed and labeled, in accordance with ADR and APQ regulations.

In order to properly complete the transport, handling and storage procedures for ADR dangerous goods, these must be carried out under the observation of responsible, trained and experienced personnel related to the handling of dangerous goods, in addition to having the various authorizations to do so.

Types of dangerous goods

Nowadays there are about 12,000 substances, gases, solids and liquids recognized as dangerous goods. In order to facilitate their classification, they are divided into 9 groups based on one main characteristic:

Class 1 – Explosives

This group is made up of those substances with the ability to rapidly change the state of their molecules from one state to another, usually from solid to gas, therefore, they can generate a large explosion.

In turn, group 1 is subdivided as follows:

1. Mass explosion hazard.

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2. Risk of projection without mass explosion.
3. Risk of fire with blast wave or risk of projection.
4. Slight risk of explosion.
5. Very slight risk of explosion.
6. Extremely insensitive articles.

Class 2 – Gases

This type of goods is currently considered as high hazard cargo because, in order to transport these gases, they must be transported in a container with high pressure in order to reduce their volume. This pressure can cause great damage in the event that the goods are released or explode.

In this group, in turn, we can classify gases into 3 subgroups:

1. Flammable gases.
2. Non-flammable and non-toxic gases.
3. Toxic gases.

Class 3 – Flammable liquids

This group is mainly composed of elements with a great capacity to burn, such as kerosene or gasoline. As with the previous two classes, these liquids are categorized into subgroups:

1. Flammable liquids without subsidiary hazard.
2. Toxic flammable liquids and pesticides
3. Flammable corrosive liquids
4. Flammable toxic and corrosive liquids
5. Flammable explosive desensitized liquids

Class 4 – Flammable solids

In this group we find those solid substances that, when in contact with water, release flammable gases. We also find explosive goods and self-reactive goods. Based on this, we classify them in 3 subclasses:

1. Flammable, self-reactive and desensitized explosive substances.
2. Substances that can spontaneously combust.
3. Solids which in contact with water give off flammable gases.

Class 5 – Oxidizing agents and organic peroxides

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Class 5 consists of materials with high oxygen content that can react with other dangerous goods such as flammable or combustible liquids and generate a combustion that is difficult to extinguish. It is important to know this, since this type of goods should not be moved or stored together with other explosive or flammable elements.

Class 5 is divided into two groups:

1. Oxidizing substances
2. Organic peroxides

Class 6 – Toxic and infectious substances

In this case, Class 6 is made up of poisonous substances and chemical materials that are seriously harmful to the well-being of people and the environment. In this class we also find those goods coming from scientific studies that have pathogenic agents, viruses that cause diseases and infections.

Class 6 has the following division:

1. Toxic substances, such as chemical poisons.
2. Substances dangerous because of their pathogen content.



Class 7 – Radioactive

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This class consists of substances containing unstable atoms and a changing molecular structure. Within this class we find products such as enriched Uranium, Plutonium or Thorium.

Class 8 – Corrosives

This group is formed by all those chemical products with a high content of alkaline or acid components. They are substances that pose a danger because, in contact with other materials or the skin, they can cause immediate damage.

Class 9 – Miscellaneous dangerous goods

This last class includes those dangerous goods that pose a risk during transportation and storage, but have not been classified in any of the previous groups.

3.4. Store emergency policy and procedures and Safe handling techniques

Safe handling techniques

Warehouse hazards that need to be managed include but are not limited to the following:

1. **Moving vehicles:** - Ensure that all workers who operate moving vehicles are properly trained, maintain appropriate speed limits, and follow best practices when it comes to vehicle safety. It is also vital to service and maintain vehicles correctly, and maximize visibility for drivers with the correct mirror set up, especially when maneuvering and reversing.
2. **Slips, trips and falls:** - Slips and trips are one of the most common injuries at work, and in warehouses where workers are often working at height; falls are obviously a significant hazard. You may need to use anti-slip paint, tape or floor covering. All floors should be level, and it can help to use heavy-duty cord covers if it is necessary to run cables across floors.
3. **Lifting and handling:** - Lifting and handling heavy goods can easily cause injury if not done correctly. Staff should be trained in manual handling safety and, of course, trained in the safe use and maintenance of lifting equipment. Minimizing or eliminating manual handling can decrease the risk of injury significantly.
4. **Fire safety:** - Fire safety is a vital part of any workplace health and safety policy, but is particularly vital in warehouses where fires can spread quickly, due to the amount of open space and potential 'kindling' in the form of various goods and packaging stored there. Carry

out regular fire drills, and ensure that fire escape routes and fire doors are clearly marked with relevant signs.

5. **Pallets and racking:** - Staff needs to be trained in the safe loading and unloading of pallets; safe stacking heights and weights; and the importance of not climbing, leaning or walking on pallets. Impact protection products such as pallet racking protectors can be very beneficial in ensuring safety in this area.
6. **Pedestrian safety:** - As already mentioned, the majority of injuries and fatalities in forklift accidents are pedestrians. Ensure that workers are made aware when they are working in areas with moving vehicles and that they follow basic safety practices such as checking for moving vehicles before leaving or crossing aisles where they are in operation.
7. **Working at height:** - Falls from height are the third highest cause of fatal injury, accounting for 20% of fatal accidents, as well as around 80 major injuries a year. Staff needs proper training in how to safely work at height, including ladder safety, as unstable or incorrectly used ladders can be highly dangerous. Workers should always use high-quality ladders, steps and platforms, with appropriate safety features.
8. **Falling objects:** - Warehouse staff is at particular risk of falling objects, so this is another area that requires particular attention. The right training is essential to ensure that staffs know exactly how to secure and properly move objects stored at height, and adhere to safe stacking heights. It is also often necessary to provide warning signs in key areas, and hard hats or other protective head gear, for key workers.
9. **Housekeeping:** - Good housekeeping is a vital part of warehouse safety. Ensure that staff knows to keep aisles free of obstructions, quickly dispose of packaging and other materials that could cause a safety hazard, and keep all fire escape routes clear at all times.
10. **Personal protective equipment (PPE):**- Personal protective equipment is needed in most warehouse settings, and exactly what you need will depend on your risk assessment. Depending on the hazards that your warehouse staff face, they may need hard hats, safety shoes, high visibility jackets, eye protection or hearing protection.
11. **Training:** - Warehouse staff should be well-trained in every aspect of warehouse safety that they need to be in order to carry out their job safely. The type and level of training given will

depend on their duties and responsibilities. While only a few specialist workers may need forklift training, every worker on the site needs to know about fire safety and fire escape routes, for example.

12. **Reporting hazards:** Another aspect of safety that all staff need to be trained in is reporting hazards. Develop a set procedure for this and ensure that all workers know what it is. This means that any temporary hazards, or new hazards that arise, can be quickly dealt with by the appropriate manager or staff member.

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Self-check 3

Direction 1. Write true if the statement is correct and false if it is wrong

1. Training staff on safe storage policy aids company to maintain safe storage.
2. The first step in risk assessment is taking appropriate risk management techniques.
3. When a consequence of risk deems too high risk avoidance is preferable measure.
4. Toxic and infectious substances are example of dangerous goods.

Direction 2. Choose the best alternative answer from the given alternatives.

1. Which of the following is considered as stakeholders in maintaining storage safety:
 - A. Employees
 - B. Employers
 - C. Customers
 - D. All
2. The process of quantifying the level of risk is:
 - A. Risk prevention
 - B. Risk assessment
 - C. Risk identification
 - D. Risk control
3. Which of the following is correct about the hazards related with storage of goods?
 - A. Electrical hazards
 - B. Mechanical hazards
 - C. Biological hazards
 - D. Risk monitoring

Direction 3. Write Brief answers for the following questions

1. Write at least three examples of storage related hazards
2. Describe at least four categories of dangerous goods.
3. Briefly discuss the strategies for mitigating hazards.

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Unit Four: Developing effective work habits

This learning unit is developed to provide the trainees the necessary information regarding the following content coverage and topics:

- Time management strategies
- Shaping organizational culture

Keeping Purchase Records This unit will also assist you to attain the learning outcomes stated in the cover page. Specifically, upon completion of this learning guide, you will be able to:

- Understand and implement time management strategies
- Know how to shape organizational cultures.

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4.1. Developing effective work habits

Habits are the thoughts, actions, or activities that you do without much thought. They are routine tasks that are completed without the active involvement of the brain. This disengagement enables the brain to work more efficiently. It can then devote its attention to important tasks. And decision-making processes without having to expend energy on this habits. Indeed, with habits accounting for 40% of your daily actions, it is prudent to cultivate good habits. So that you do not overburden yourself with routine tasks. And miss out on opportunities to do more and achieve more.

Cultivating good habits at work or in your business is important for the following reasons:

- Improves productivity and quality of work
- Improves communication
- Promotes a good working relationship
- Promotes respect
- Improves self-esteem
- Provides focus and clarity
- Promotes efficiency

Some examples of good work habits includes:-

Developing good working habits places you in the company of highly successful people. So here are a few of the practices they swear by. Examine them to see if there are any habits you should add, replace, or continue to work on.

- **Organization**- a habit that most highly successful people often mention. It involves a wide range of qualities including planning as well as establishing priorities and goals.
- **Relaxation**- is an important habit to develop as it allows the mind and body to regain strength and focus.
- **Not procrastinating**- successful have developed the habit of taking that first step. Even if they are not ready or things are not perfect. They know that things get done in the action, not perfection.
- **Healthy living**- this habit has had the greatest impact on the lives of successful people.

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- **Positive thinking**— this, according to most successful people is one of the foundations of their success.
- **Connecting**- successful people surround themselves with like-minded individuals who will lead them to the right opportunities.
- **Frugality**- is not being cheap. It is about being wise with resources, a habit that successful people effectively developed.
- **Waking up early**- is another good working habit that is shared by most successful people. Waking up early means more time for productivity and goal achievement.
- **Generosity**- has a lot of benefits and so is no wonder that it is also a habit that successful people commonly share.
- **Reading**- unsurprising, given the plethora of benefits that reading can provide.

4.2. Time management strategies

Time management is the process of planning and controlling how much time to spend on specific activities. Good time management enables an individual to complete more in a shorter period of time, lowers stress, and leads to career success. Time management is the process of organizing and planning how to divide your time between different activities. Get it right, and you'll end up working smarter, not harder, to get more done in less time – even when time is tight and pressures are high.

4.1.1 Benefits of Time Management

The ability to manage your time effectively is important. Good time management leads to improved efficiency and productivity, less stress, and more success in life. Here are some benefits of managing time effectively:

1. **Stress relief**:- Making and following a task schedule reduces anxiety. As you check off items on your “to-do” list, you can see that you are making tangible progress. This helps you avoid feeling stressed out with worry about whether you’re getting things done.
2. **More time**:- Good time management gives you extra time to spend in your daily life. People who can time-manage effectively enjoy having more time to spend on hobbies or other personal pursuits.

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3. More opportunities:- Managing time well leads to more opportunities and less time wasted on trivial activities. Good time management skills are key qualities that employers look for. The ability to prioritize and schedule work is extremely desirable for any organization.

4. Ability to realize goals:- Individuals who practice good time management are able to better achieve goals and objectives, and do so in a shorter length of time.

4.1.2 Procedures for effective time management

- 1. Set goals correctly:-** Set goals that are achievable and measurable. Use the SMART method when setting goals. In essence, make sure the goals you set are **Specific, Measurable, Attainable, Relevant, and Timely**.
- 2. Prioritize wisely:-** Prioritize tasks based on importance and urgency. For example, look at your daily tasks and determine which are:
 - Important and urgent: Do these tasks right away.
 - Important but not urgent: Decide when to do these tasks.
 - Urgent but not important: Delegate these tasks if possible.
 - Not urgent and not important: Set these aside to do later.
- 3. Set a time limit to complete a task:-** Setting time constraints for completing tasks helps you be more focused and efficient. Making the small extra effort to decide on how much time you need to allot for each task can also help you recognize potential problems before they arise. That way you can make plans for dealing with them.
- 4. Take a break between tasks: -** When doing a lot of tasks without a break, it is harder to stay focused and motivated. Allow some downtime between tasks to clear your head and refresh yourself. Consider grabbing a brief nap, going for a short walk, or meditating.
- 5. Organize yourself: -** Utilize your calendar for more long-term time management. Write down the deadlines for projects, or for tasks that are part of completing the overall project. Think about which days might be best to dedicate to specific tasks. For example, you might need to plan a meeting to discuss cash flow on a day when you know the company CFO is available.

6. Remove non-essential tasks/activities:- It is important to remove excess activities or tasks. Determine what is significant and what deserves your time. Removing non-essential tasks/activities frees up more of your time to be spent on genuinely important things.

7. Plan ahead:- Make sure you start every day with a clear idea of what you need to do – what needs to get done THAT DAY. Consider making it a habit to, at the end of each workday, go ahead and write out your “to-do” list for the next workday. That way you can hit the ground running the next morning.

4.1.3 Implications of Poor Time Management

- **Poor workflow:-** The inability to plan ahead and stick to goals means poor efficiency. For example, if there are several important tasks to complete, an effective plan would be to complete related tasks together or sequentially. However, if you don’t plan ahead, you could end up having to jump back and forth, or backtrack, in doing your work. That translates to reduced efficiency and lower productivity.
- **Wasted time:-** Poor time management results in wasted time. For example, by talking to friends on social media while doing an assignment, you are distracting yourself and wasting time.
- **Loss of control: -** By not knowing what the next task is, you suffer from loss of control of your life. That can contribute to higher stress levels and anxiety.
- **Poor quality of work:-** Poor time management typically makes the quality of your work suffer. For example, having to rush to complete tasks at the last minute usually compromises quality.
- **Poor reputation:-** If clients or your employer cannot rely on you to complete tasks in a timely manner, their expectations and perceptions of you are adversely affected. If a client cannot rely

4.3. Shaping organizational culture

Organizational culture refers to the collective behavior of the people who make up an organization; this includes their values, visions, norms, working language, systems, symbols, beliefs, and habits. Organizational culture affects the way people and groups interact with each

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other, with clients, and with stakeholders. A strong culture is integral to long-term organizational sustainability and success, and one of management's primary responsibilities is to both define and communicate this sense of shared culture.

The process of ingraining culture into an organization is simply one of communicating and integrating a broad cultural framework throughout the organizational process. Central to this process is ensuring that each and every employee both understands and aligns with the values and direction of the broader organization. This creates a sense of community among employees and ensures that the broader objectives and mission of the organization are clear.

The creation of a given culture is often defined by management's strategy for addressing the following issues:

- **The paradigm:** Management determines both the mission and vision of the organization and sets groundwork for the values that employees are expected to align with.
Determining these factors and communicating them effectively are absolutely critical to successfully instilling organizational culture.
- **Control systems:** An example of this may be an employee handbook where behavioral expectations are laid out explicitly (where possible) for employees to read and understand.
- **Organizational structures:** The choice of an organizational structure has enormous cultural implications for openness of communication, organization of resources, and flow of information.
- **Power structures:** Power and culture are often intertwined: the degree to which specific individuals are free (or not) to make decisions is indicative of the openness and fluidity of the organization.
- **Symbols:** All strong brands associate with symbols (think logos). These are not randomly selected: symbols show which specific facets of an organizational culture management considers most important.
- **Rituals and routines:** Routines are strong behavior modifiers that significantly impact the culture of a given organization. A looser and more open work environment (limited

routines, high individual freedom) may create more innovation while heavily structured routines may create more efficiency and predictability.

- **Stories and myths:** Finally, stories are powerful communicators of culture. Walmart uses Sam Walton's founding as a powerful myth to promote efficiency and the desire to try new things and integrate various products and services. This is organizationally defining.

There are ten elements in particular that are important to successfully integrating high-performance teams within an organizational culture:

1. **Participative leadership** – Involve the entire team when making decisions, and rely on specialists only when applicable.
2. **Effective decision making** – Ensure that decision-making is both strategic and efficient. Group decision-making is often slowed when team dynamics are weak, which requires team-building to fix.
3. **Open and clear communication** – As always with group dynamics, communication is key to success. Ensure everyone is speaking and listening.
4. **Valued diversity** – Team synergy is lost when groupthink dominates the discussion. Instill open-mindedness and dispel social fears of disagreeing.
5. **Mutual trust** – Reliance upon one another, and trust in each other's skills and capabilities, allows for less duplication of work and more overall synergy.
6. **Managing conflict** – Conflict is inevitable and not necessarily a bad thing. Deal with it calmly and without personal biases or emotions. Let the best ideas win.
7. **Clear goals** – SMART objectives are essential to high performance, just as understanding where one is going is essential to finding the best route.
8. **Defined roles and responsibilities** – Everyone should have a clear understanding of why they are on the team and what they are responsible for.
9. **Coordinated relationships** – Building strong team dynamics requires team members to understand each other and build strong relationships. Utilize ice-breaking activities and promote casual discussion to get this started.

10. **Positive atmosphere** – Wherever possible, make sure the general perspective is one of constructive commentary. Maintaining a positive outlook empowers communication and improves team spirit.

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Self-check 4

Direction 1. Write true if the statement is correct and false if it is wrong

4. Cultivating good habits improves productivity and quality of work.
5. Removing non-essential tasks/activities frees time and spent on genuinely important things.
6. Planning ahead creates stress relief in time management.

Direction 2. Match items under column “B” with items column “A”.

A

1. Planning, and establishing priorities and goals
2. Get things done in action not perfection.
3. Implication of poor time management
4. Benefit of time management
5. Not being cheap

B

- A. Frugality
- B. Organization
- C. Stress relief
- D. Not procrastinating
- E. Loss of control

Direction 3: Write appropriate answers for the following questions

1. Define effective work habit
2. Briefly strategies for shaping organizational culture
3. Discuss the implications for poor time management
4. Briefly explain at least four advantages of good time management.

Unit Five: Maintaining WHS records

This learning unit is developed to provide the trainees the necessary information regarding the following content coverage and topics:

- Work Wealth and Safety (WHS) legislations
- Using WHS records for hazard identification

Keeping Purchase Records This unit will also assist you to attain the learning outcomes stated in the cover page. Specifically, upon completion of this learning guide, you will be able to:

- Understand Work Wealth and Safety (WHS) legislations
- Know how to Use WHS records for hazard identification

5.1. Work Health and Safety (WHS) legislations

Records enable the business to demonstrate that it has implemented a system to comply with its obligations under the WHS Act. It is a legal requirement to keep WHS records. Records assist in the management and improvement of safety in the organization. Records enable businesses to report internally and externally on its WHS performance (this is critical given the new officer duty of due diligence), and Records are critical in relation to any investigation and or prosecution of the organization that has been initiated by the regulator.

Every aspect of an organization's safety management system should be documented. This includes:

- Accident and injury report, including records of investigations and near misses
- All WHS related policies, procedures and guidelines, such as safe work procedures
- Results and outcomes of inspections, reviews and audits
- Risk assessments
- Training and inductions carried out
- Repair and maintenance records
- Emergency plans
- List of the organizations' essential licences and permits
- Register of hazardous substances
- Material safety and data sheet for hazardous substances, and
- Minutes of WHS committee and board meetings.

5.2. Using WHS records for hazard identification

Maintain health and safety records and statistics and keep all your written health and safety records organized and available for reference. Employers are required to keep health and safety records and statistics on file. Examples of documentation include training activities, first aid treatments, and incident investigations.

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5.2.1. Importance of maintaining WHS records

Written records and statistics can help to:

- Identify trends for unsafe conditions or work practices so you can take steps to correct these potential hazards;
- Provide material for education and training; and
- Provide documentation in case it is requested or if an incident occurs and you need to prove that you did all you could reasonably do to prevent it.

Statistics that may be of value include the:

- Number of incidents and injuries each year;
- Number of workdays lost each year; and,
- Cost to the business from workplace injuries each year.

5.2.2. Assessment of risks in storage areas

Businesses need to assess the risks posed by storing goods and materials and take steps to reduce them. They should consider the hazards and risks caused by storing goods and materials as part of your overall health, safety and environmental risk assessment. You also need to look at how storing materials affects the fire risks faced by your business.

Businesses with greater risk

All businesses need to consider the hazards caused by storing goods and materials. But there are some which face greater risks, such as:

- factories
- warehouses
- shops
- construction businesses
- agricultural businesses
- food businesses
- any business which has to store hazardous materials such as gas cylinders and oil

Storage risk assessment

The phase of risk assessment must:

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- Identify hazards caused by your storage of goods
- Analyze the likelihood of their occurring
- Determine who and what might be at risk

Types of possible hazard needed to be considered include:

- Goods falling from shelving or racking
- Someone falling when climbing on shelving
- Stock or materials blocking fire exit routes
- Accumulations of used packaging
- Poor storage causing increased manual-handling risks, eg putting bulky items above head height
- Spillages of goods causing environmental damage or increasing the risk of slips and trips occurring
- Exposure to badly stored hazardous substances
- Contamination or danger caused by storing inappropriate materials together
- The use of mechanical-handling equipment, eg loads falling from forklift trucks
- Vandalism, theft and arson causing pollution
- Flammable substances

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Self-check 5

Direction 1. Write true if the statement is correct and false if it is wrong

1. WHS records can be used for risk assessment purpose.

Direction 2. Match items under column “B” with items column “A”.

1. WHS records should contain
 - A. Number of incidents and injuries each year;
 - B. Number of workdays lost each year; and,
 - C. Cost to the business from workplace injuries each year
 - D. All

Direction 3: Write appropriate answers for the following questions

1. Describe the importance of WHS records in maintaining storage safety
2. Briefly discuss the possible hazards in storage safety.

Reference

Riccardo Manzini Editor, Warehousing in the global supply chain advanced models, tools and Applications for storage system, edited by E-mail: riccardo.manzini@unibo.

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Developers Profile

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