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PUNTLAND STATE OF SOMALIA
Ministry of Interior Affairs, Local Government & Rural Development

Office Management & Administration for Local Governments

MODULE 3.

OFFICE

ORGANISATION



PARTICIPANT BOOK (DRAFT)

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Introduction

Aims, Objectives and Timing

This set of Office Management & Administration training modules is designed to provide district staff with supporting skills development to complement the training in the HRM modules 1–5, as well as the everyday work practices of the district administration. It should be noted that these topics are designed to be delivered as ‘stand alone’ training topics, and do not have to be delivered in sequence or at the same time. The topics are listed below along with estimated timings for each.

Overview of Office Management & Administration Training Modules

Module	Timing
Module 1: Written Communication	6 hours
Module 2: Effective Meetings	6 hours
Module 3: Office Organisation	6 hours
Module 4: Managing Office Assets, Travel and Procurement	6 hours

Introductory Session

Getting Started

Session Objectives:

- Create a comfortable and encouraging learning environment.
- Provide an overview of the training, including aims and objectives.
- Understand participants' expectations of the training.
- Set some agreed ground rules for the training.

! In this session you will get to know your trainer/s and the other participants. You will find out what the training involves and what you are expected to do.

Here are some points your trainer is likely to cover in this session:

- Welcome, Introductions and 'Housekeeping'
- Aims and Objectives
- Expectations and Ground Rules
- Pre-Assessment Task
- Action Plan

**'Icebreaker' Questions:**

Discuss the following:

What kind of filing or record keeping system/s do you currently have in your district workplace?

Action Plan

- **What is an Action Plan?** An action plan is simply a way of putting down in writing what action you and your colleagues plan to take to achieve certain outcomes. Action plans can help clarify and commit us to **what** needs to be done, **who** is going to do it, by **when**, and what **support** might be needed.
- At the end of this module, you will be asked to make an entry in your action plan, of something that you can implement when you are back in your workplace, as a result of what you learn in this training. There is an action plan template at the end of this Participant Book.

Session 1

Filing and Record Keeping

Learning Objectives

By the end of this topic participants will be able to:

- Discuss the importance of secure and organised filing systems for district documents.
- Identify an appropriate filing system that can be used for their district department's documents.
- Prepare a secure and organised filing system appropriate for their department's requirements.

Key points: Why is a filing system important?

A secure and organised filing system is important for the following reasons:

- To organise documents so they can be easily retrieved when needed, by the appropriate people.
- When people can quickly find the information they need, they save time and energy.
- Easy retrieval of information can help staff conduct their day to day work more efficiently, and is also useful when it is time to report.
- Security of information is important, particularly where there is confidential information, such as staff records for example.
- An efficient filing system indicates a well organised office, which in turn is good for the overall image of the organisation.
- To improve accountability and transparency with regard to information and ensure that information is not lost with staff turnover (for example, when a staff member leaves the organisation, they should leave the documents behind).

Questions for Discussion

- Looking at the pictures below, which is an example of a secure and organised filing system, and which is not? Why?

1.



2.



Links to the Office Management & Administration Manual

The example below is taken from the manual, 6.0 Record Keeping

What information should be filed?

The Local Government Financial Management Manual (2016) outlines the record keeping requirements of the Department of Administration and Finance as follows:

2.4 Records management

A Finance department shall maintain the following types of records and files:

- (i) Revenue records—Revenue registers, receipt books, tax ticket registers and assessment forms, files, revenue collection cashbooks;*
- (ii) Expenditure records—Payment vouchers, payroll, vote books, abstracts, and ledgers;*
- (iii) Asset records—Asset registers;*
- (iv) Liabilities records—Commitment register;*
- (v) Contracts with third parties;*
- (vi) Cash records—Bank transfer records, banking slips, receipts;*
- (vii) Financial reports—Quarterly and annual financial reports and other statements;*
- (viii) Any other records prescribed by the law.*

Exercise 1: Types of Information

- This exercise allows you to spend some time thinking about *who* needs access to *what* types of information. This will help to determine *where* and *how* the information can be best organised.
- Add information to Tables 1, 2 & 3 below, by identifying other types of information that the district might have that requires proper filing and storage.
- Then, for each category and sub-categories, identify who needs access to that information, and where the information should be kept.
- Put an asterisk * next to the sub-categories that contain confidential information. For confidential information, storage and access will be very important considerations.
- It should become clear *who* needs access to *what* information. This can help make decisions on how to group different kinds of information.

Table 1: Administrative Documents

Type of information	Who keeps it/ Who has access?
Communication <ul style="list-style-type: none"> • Internal (memos, circulars) • External (letters, emails, both in and out) 	
Work Plans <ul style="list-style-type: none"> • Individual • Department 	
Individual reports <ul style="list-style-type: none"> • Monthly • Quarterly • Travel activity reports 	
Financial reports <ul style="list-style-type: none"> • Cash Books • Bank slips • Ledgers 	
HR/Personnel Files <ul style="list-style-type: none"> • Job descriptions • Recruitment documents • Employee Contracts 	

Asset register <ul style="list-style-type: none"> • Asset surveys • Asset transfer forms 	
Meeting Minutes <ul style="list-style-type: none"> • District Council Meetings • Department staff meetings 	
List some others...	

Table 2: Service Delivery/Project Documents

Type of document	Who keeps it/Who has access?
Planning Documents <ul style="list-style-type: none"> • DDFs and AWPBs 	
Tax Documents <ul style="list-style-type: none"> • Tax Receipts • Revenue Collection Books • Tax Payment Vouchers 	
Land Ownership documents	
District Service Delivery <ul style="list-style-type: none"> • Education • Health • Infrastructure • Security • Sanitation 	
Project Documents <ul style="list-style-type: none"> • Contracts • Site notebooks • Payment certificates 	
Procurement Documents <ul style="list-style-type: none"> • <i>See Checklist in Example 1 below.</i> 	
List some others...	

Table 3: Laws, Policies, Guidelines

Type of document	Who keeps it/Who has access?
HRM manual and LG Employment Regulations	
Office Management & Administration Manual	
Local Government Procurement Manual	
LG Finance Policy and LG Financial Management Manual	
Law no. 23 and Induction Manual	
PEM Guidelines	
List some others...	

Example 1: Procurement Filing Checklist

The example below is taken from the Puntland Local Government Procurement Manual: Goods and Services, (Revised Draft 2015). The checklist identifies which documents relating to local government procurement should be included in a procurement filing system. This checklist forms part of the Procurement Audit Programme for districts, so when carrying out any procurement, it is essential to correctly file all the documents that are outlined below, to ensure compliance with audit procedures.

Procurement Filing Checklist

SN	Checklist of Procurement Records	Tick	
		Y	N
	Approved Annual Procurement Plan (APP)		
	Procurement Requisition fully signed with Statement of Requirements		
	Request for approval of draft tender notice, method of procurement and draft tender		
	Contracts Committee's approval of method, advert/shortlist, the bidding document		
	Copy of the bidding document		

Minute of the pre-bid meetings		
Record of issue of Pre-bid meeting minutes		
Requests for clarifications and their responses		
Evidence that a minimum of 3 bidders were invited		
Records of issue of bidding document fully signed		
Records of receipt of fully signed bids		
Records of bid Opening fully signed		
Records of attendance of bid opening fully signed		
Copies of all bids received		
Appointment letters of evaluation Committee		
Declaration of conflict of interest signed by all members		
Request for clarifications and responses received from bidder(s)		
The evaluation report including the templates		
Minutes of the evaluation Committee		
Submission of evaluation report to tender committee for approval		
Tender Committee decision approving the recommendations of the evaluation		
Notice of the intention to award a contract to the best evaluated bidder		
Evidence that all bidders received the notice of intention to award a contract		
Appointment of members of negotiation team		
Negotiation plan and its approval by tender committee		
Minutes of negotiation meeting		
Letter of acceptance		
Acceptance letter from the bidder		
Warranties and guarantees, where applicable		
Contract document fully signed		
Contract management records i.e. certificate, reports, variations, appointment letters		
Inspection and acceptance reports		
Evidence of payment/call off orders in case of a frame work contract		
Correspondences relating to this procurement		
Contract Completion Report		

Table 4: Systems of Filing

Method	Description	Why is it useful?
Filing in alphabetical order	Items are filed in order by the first letter of their title. The documents starting with A go first, followed by those starting with B, and so on until Z. If two documents start with the same letter, then put them in order by the second letter. For example, AA would come before AB.	This system enables files to be accessed quickly and is also readily expandable.
Filing by number order	Documents or files are given a number and then filed in numerical order. Low numbers usually come before the high numbers. Numbers can be reference numbers on documents, or numbers of files. For example, 1.1, 1.2, 1.3 etc	This system offers a degree of confidentiality; however, in order for this system to be used an index has to be created. See Examples 2 and 3 below.
Filing by subject	This is the arranging of material by given subject. It is filing by descriptive feature instead of by name or number. Documents are grouped by their content, category or heading and subheading. For example, all correspondence is grouped together in one file and the financial receipts are placed in another file.	A subject folder may contain any combination of correspondence, pictures, statistics, and other printed information relating to the subject.
Filing by date	Documents are filed in date (or chronological) order. For example, October 1, 2016 would go before December 12, 2016. Documents from 2010 precede those from 2015. It can often be preferable to put the oldest documents at the back and the newest in the front. This is called <i>reverse chronological order</i> .	This system is necessary to file items according to the day/date received, such as applications for permits or licenses.

Example 2: Example of a filing system by number for HRM documents

The Puntland Local Government HRM Manual (Section 2.5) stipulates the following, with regard to the filing and storage of HR files and records:

- All HR communication should be kept on file in a secure location such as a locked filing cabinet.
- HR files should only be removed from the HR section to other departments for short term purposes.
- HR files are confidential and the HR unit remains responsible for all personnel files, regardless of who may be holding them.
- An example HR filing system is shown below, based on a numerical filing system.

100: HR GENERAL

1. HR Policy
2. HR Policy Amendments
3. HR Forms

Each three-digit number refers to a filing category. Numbers below refer to a sub-category. For example specific HR Policy documents could be filed as 101.01, 101.02, 101.03.

200: JOB DESCRIPTION AND CLASSIFICATION

1. Job Descriptions
2. Classification Structure
3. Classification Instructions and Circulars from MOI
4. *New sub-categories can be added as needed...*

The benefit of this type of numeric system is that new sub-categories can be added as needed.

300: STAFFING AND RECRUITMENT

1. Recruitment Requests and Approvals
2. Recruitment by Year Files (Create one file per year)
3. Recruitment by Position Files (Create one file for each recruitment then archive after finalised)
4. Staffing Profile (Annual summary of staff by position, grade, gender, salary)

400: BENEFITS

1. Salary Scale
2. Allowances
3. Special Payments
4. Vehicle Allocations

500: AWARDS AND RECOGNITION

1. Council Awards and Honours
2. Civil Awards to Staff
3. National Awards to Staff

600: EMPLOYEE SUPERVISION AND DEVELOPMENT

1. Performance Management System
2. Annual Performance Management Panels
3. Employee Development Policy

700: EMPLOYER-EMPLOYEE RELATIONS

1. Staff Association Meetings
2. Miscellaneous Staff Group Meetings

800: LEAVE AND TIME REPORTING

1. National Holidays
2. Leave Advice Circulars from MOI

900: OCCUPATIONAL SAFETY, HEALTH, AND ACCIDENTS

1. Accident Records
2. Health and Safety Appointments
3. Annual Health and Occupational Safety Reviews

STAFFING PROJECTIONS AND PLANNING

1. Annual establishment reports
2. Annual Staffing Projections and Budget
3. Departmental Staffing Requests

TRAINING AND DEVELOPMENT

1. Annual Staff Development Plan
2. Study Leave
3. District Training Programmes
4. External Training Providers

- It can be helpful to use different coloured folders for different categories, for ease of identification.
- The electronic filing system should correspond to the hard copy filing system.
- Each document should have its own unique reference number for filing purposes.
- There will also need to be a separate document that outlines the classification system in detail, for example, for new HR staff induction purposes.

Example 3: Example of a numerical filing system by heading for an NGO

100—PERSONNEL

- 110—Confidential individual staff files
- 120—Staff records (leave etc)
- 130—Payroll
- 140—Health and safety

200—FINANCE

- 210—Budget
- 220—Procurement
- 230—Asset register
- 240—Travel expenses
- 250—Petty cash records
- 260—Financial returns
- 270—Bank accounts
- 280—Financial audits

300—CORRESPONDENCE

- 310—Correspondence with government agencies
- 320—Correspondence with funding agencies
- 330—Correspondence with project partners
- 340—Correspondence with other NGOs

400—ORGANISATIONAL DOCUMENTS

- 410—Governing body
- 420—Subcommittees
- 430—Strategic planning
- 440—Other documents

500—PROJECT DOCUMENTS

- 510—Project proposals
- 520—Completed projects
- 530—Current projects
- 540—Future projects

600—OFFICE ADMINISTRATION

- 610—Office meeting minutes
- 620—Internal correspondence
- 630—Staff tour reports

Exercise 2: Filing Systems

- This exercise allows you to spend some time thinking about which type of filing system is best for the different kinds of documents that need filing.
- For all the different types of information identified in Exercise 1, work in groups to suggest what might be the most appropriate filing system to use—alphabetical, numeric, date, subject, or a combination.

For example, for financial records, the date is very important, so a filing by date system is likely to be used.

For personnel files, it may be appropriate to file by alphabetical order, using the surname of the employee.

Key points: How to set up an effective filing system

- A filing system can be set up in filing cabinets, using different drawers for different categories of document, or in box files kept on shelves. The important point is that they are all kept in one or two designated areas and that the files are updated regularly.
- Wherever possible, each member of staff should be encouraged to do their own routine filing. Hence everyone needs to understand the system that is being used.

Some steps for setting up a filing system are outlined below:

1. Write up a list of all documents that need to be filed and identify relevant subject headings.
2. Once you have completed the list of all documents and subject headings, decide how each of them will be filed.
3. Specify the location where all documents will be filed. New, more recent documents should be filed in the relevant offices. Older files can be filed in an archive store in the building.
4. Sort out all the different documents into their categories. Documents should be arranged in sequence so they can be placed in the proper folders quickly, without moving back and forth.
5. Decide what types of files to use and ensure that the labels are clearly typewritten on the outside of the file.
6. Ensure all the papers are in order in the file and that each section is clearly marked with a different tab in order to assist in finding the information.
7. In many cases it will be important to store documents electronically and documents that are kept on computer as well as in hard copy should have the same filing system (for example, folders labelled the same) and the same reference number.



Filing takes time, but by establishing and maintaining a good filing system you will save time!

Key points: Tips for an efficient filing system



Space: A file drawer or shelf should be filled to no more than 90% of its capacity. Tightly packed files are difficult to access.

Index Guide: All active files should have a guide every 10 to 15 folders. This helps you find folders.

Folder Tabs: Folder tabs should be visible immediately upon opening the file; therefore it is easier if they are all the same size.

Folder Tab Identification: Identification on the tabs should be typewritten so that everyone can read them.

Cross Indexing: Make a reference in one file of related or helpful/additional data held in another file.

Safe storage of files: The sections should ensure that the files are stored in a safe place. The department head may ensure that the sections have adequate storage space for files. The concerned dealing persons in section will be responsible for safe storage of the files.

Checklist: Filing System Set up and Maintenance

- Make sure that files are located in the most logical place. For example, keep all files in the same shelf or cabinet, or keep all administrative records in the Administrator's office and project files with the project managers.
- Be sure to separate files from resources. For example, newspapers and training materials are resources, not files.
- If the files are overcrowded, look at their contents and throw away irrelevant, duplicate, or unimportant papers. Or keep the old files separate from the current ones. Every January, old files can be moved to the archive, starting with empty files for the year.
- If the names of the files do not clearly show what is inside them, check and either rename the file, move the papers that are not similar and start another file for them, or re-file the papers inside to the correct files.
- If the files are numbered, it is useful to prepare an index to hang on the wall or filing cabinet to make finding files faster.
- When redesigning a filing system, it may be a good time to look at the record keeping system and decide if the organisation should be keeping more records.
- An improved filing system will need maintenance. Be sure to show others in the office how the improved system is set up and how they can help maintain it. Invite others to give feedback on the filing system so that they can continue to improve it.



Links to the Office Management & Administration Manual (continued)

The text below is taken from the manual, 6.0 Record Keeping, which is derived from the LG Financial Management Manual (2016).

For how long should information be kept?

2.4.2 Records retention and storage

The principal books of account and records shall be retained for a period of at least 10 years. However, the personnel records shall be retained for a period of at least 15 years. Any deviation from this retention and storage period shall be done with authority and permission of the Auditor General.

2.4.4 Destruction of books of account and records

Books of account and records cannot be kept by the District forever because this is not practical. Inactive documents and files have to be moved to an archive where they can stay for a limited number of years. The originals and copies of vouchers and used receipts may be destroyed after six years, provided they have been audited. Any destruction earlier than six years (but not less than four years) must first be approved by the Auditor General. No financial documents should be destroyed if there are any related outstanding audit queries or investigations. Destruction of records should be by burning or shredding.



Questions for Discussion

Barako District has had the same record keeping policy since the 1990s, which states that the past 4 years of financial documents should be kept on the shelf, and any earlier documents should be kept in storage. No financial records are ever destroyed.

- What might be some of the problems faced by Barako District with this record keeping policy?
- According to the boxed text above, what kind of record keeping policy should Barako District have for its financial documents?
- Are there any types of documents that can never be destroyed? Give an example.

Key Points: What is a Resource Centre?

- A resource centre is a place where reference materials are stored in an orderly way so that they are easy to find and use. Resource centres contain books, magazines, training materials, and newspapers, as well as other information that an organisation wants to make available. Most organisations have many reference materials, but most do not keep them in one place. If they are put together, grouped according to their topic, and labelled, they are much more accessible to a wider group of people.
- Resources include books, but also reports, videos, cassettes, newsletters, booklets and brochures. **Any information that may help people is a resource.**

STEPS TO TAKE: CREATING A RESOURCE CENTRE

1. Make an inventory (list) of all of the resources by grouping the items together (for example, newspapers, training materials etc). The most common items to record are the title (name of the resource), author (the person who wrote it), publisher (the company, university or organisation that produced it), classification of the book (its subject matter: history, administration, health, etc), and the number of copies.

2. Once the inventory of resources is complete, they need to be organised so that they are easy to find. There are many ways to organise resources, including:

- By topic. Group all the resources on the same topic in the same place.
- By type of resource. Put all newspapers together, all training materials together, etc.
- By alphabetical order. Arrange resources by either their titles or the last name of their authors.

3. A standard way is to put the books in one place and arrange them by topic. Then, arrange all books in each topic in alphabetical order by the author's last name. Next, group the other resources (those that are not books) together and divide them by topic. Put them in magazine boxes and label the box with the subject, such as health, education, water, etc.

If there are many resources, a more advanced system of cataloguing might be needed, but this arrangement is good for most small resource centres.

Now, add to the inventory the classification that you have given each resource.

See **Examples 4 and 5** for an example inventory and example borrower's register.

Example 4: Example of a Resource Centre Inventory

Title	Author	Publisher & Year	Classification	Number of copies
<i>HRM Manual</i>	<i>Ross Worthington</i>	<i>MOI, 2014</i>	<i>HRM</i>	<i>5</i>
<i>Office Management & Administration Manual</i>	<i>JPLG</i>	<i>MOI, 2016</i>	<i>Office Administration</i>	<i>3</i>

Example 5: Example of a Resource Centre Loan Register

Title of Resource	Date Borrowed	Borrower's name	Borrower's contact details	Date due to return	Borrower's signature
<i>Office Management & Administration Manual (1 copy)</i>	<i>19 May 2016</i>	<i>M. Yusuf</i>	<i>0624 564 789</i>	<i>26 May 2016</i>	<i>M.Yusuf</i>

Session 2

Managing Visitors

Learning Objectives

By the end of this topic participants will be able to:

- Discuss the importance of a professional and organised system for managing visitors to the office.
- Prepare a visitor appointment book and visitor sign in sheet.
- Identify the key requirements for managing office visitors.



Questions for Discussion

Does your organisation have a formal system for managing visitors to the office?
What might be some of the key considerations for establishing such a system?

Key Points: Managing Office Visitors

It is important to establish a formal system for managing visitors to the office for the following reasons:

- ensuring the security of the office and its personnel
- avoiding interruptions to work caused by unannounced visitors
- creating a more orderly and professional workplace.

The following information is taken from the Office Management and Administration Manual, adapted from the manual 'Capacity Building for local NGOs: a guidance manual for good practice', Chapter 7 (CIIR, 2005).

Some tips for managing office visitors

- Install a signboard outside the office with the organisation's name, office hours and contact details.
- Make a sign giving directions to the main entrance and reception area, and label the department and section/unit titles, so that visitors can find the office that they are directed to.
- Make sure that the reception area is always clean and tidy, and if possible, set up the reception area with at least two chairs and a small table.
- Keep an appointments book that shows when visitors are expected (see below). Encourage visitors to make appointments in advance, in order to discourage unexpected visits.

- Put the organisation's brochure and annual report on the table for visitors to read while they are waiting.
- Design any noticeboards (vehicle control board, meeting board, etc.) nicely so that they make the office look more attractive.
- You may want to hang a display board showing the organisation's current activities. This could include photos (with captions) of staff or partners at work, workshops they have attended, and visitors to the office.
- Display the organisational structure chart, mission statement and strategic plan if you have them.
- Take any steps necessary to make the office accessible to disabled people.
- Ensure that proper security measures are in place, for example, visitors to park their cars outside the district office and visitors must be willing to undergo any necessary security searches.



Key Points: Visitor Appointments System

- Ask visitors to make an appointment in advance so that the necessary people are available to meet with them (see **Example 6** below).
- There are two approaches to making appointments for visitors, one is the Secretary of the Mayor to make appointments for meetings with the Mayor, and the other is the reception staff, who will make appointments to see any of the department staff.
- Have some background information about the district local government and its work available to give or show to the visitor, such as an organisational profile, the structure chart, annual report, and a list of completed projects.
- Ask the visitor to sign the visitor's book and state his or her name, job title and organisation, and phone number or email address. (see **Example 7** below)
- Collect any information that the visitor gives the organisation and file it for future reference.
- Prepare for an informal office tour and visit to project sites if requested.

Example 6: Visitor Appointments Book*(This form is also found in Annex 29 of the Office Management & Administration Manual)*

Date:22 June 2016.....

Time	Name of visitor and Organisation	Appointment with	Place
7.00-7.30am	<i>Mohamed A., MOI Planning Department</i>	<i>Director, Planning Department.</i>	<i>Planning Department Office</i>
7.30-8.00am	-	-	-
8.30-9.00am	<i>Halima C, UNICEF</i>	<i>Director, Social Affairs Department</i>	<i>Social Affairs Department and visit to nearby health post</i>
9.00-9.30am			
9.30-10.00am	-	-	-
10.00-10.30am	<i>John Do-Good, Director, Puntland Friends INGO</i>	<i>Executive Secretary</i>	<i>ES Office</i>
10.30-11.00am			
11.00-11.30am			
11.30-12pm			

Example 7: Visitor Sign in Book*(This form is also found in Annex 30 of the Office Management & Administration Manual)*

No.	Name of Visitor	Institution or Organisation	Who visiting?	Phone or email	Time and Date visited	Signature of Visitor
1	Mohamed A.	MOI Planning Department	Director, Planning Department.	MohamedAAA@gmail.com	22 June, 2016, 7:00am	Mohamed A.
2	Halima C.	UNICEF	Director, Soc. Aff. Department	halimac@unicef.org	22 June, 2016, 8:30am	Halima C
3	John Do-Good	Director, Puntland Friends INGO	Executive Secretary	director@Puntlandfriendsingo.com	22 June, 2016, 10:00am	J. Do-Good

Exercise 3: Visitor Role Play

In this exercise we will look at some aspects of successfully managing office visitors. Your trainer will guide you through the steps in this activity, as follows.

There are two scenarios to act out as role plays—a disorganised system for managing visitors, and an organised system for managing visitors. One group (5 people) will act out a disorganised system and another group (5 people) will act out an organised system. The rest of the participants will act as observers.

Each group should devise a short role play where visitors are coming to the district office to meet with staff members. The following points can be considered, as well as adding your own:

Disorganised system

- Reception area is untidy and there is nowhere for visitors to sit while they wait.
- The receptionist is not polite to the visitors when they arrive.
- There are no signs to direct people, so it is very confusing for visitors to know where to go.
- There is no system for booking appointments (e.g. appointments book), so visitors are arriving unannounced.
- There is no visitor sign in book, so nobody knows which visitors are on site.
- There is no attention paid to security precautions for people coming in and out of the office.

Organised system

- Reception area is neat and tidy and there is a seat for visitors to sit while they wait, as well as some reading material.
- The receptionist is polite and friendly to the visitors when they arrive.
- There are clear signs to direct visitors to the relevant department/unit, so it is easy to know where to go.
- There is a system for booking appointments in advance (appointments book), so the receptionist knows who is expected and when they are due.
- There is a visitor sign in book, which the visitors must fill in on arrival.
- Every person coming in and out of the office is subject to a relevant security check.

To help you prepare, refer back to the earlier sections in this Participant Book:

- *Key points: Managing Visitors*
- *Key points: Visitor Appointments System*



Questions for Discussion

After the role play meeting, discuss the following questions in plenary:

- What were the main differences between the disorganised and organised system?
- What are some of the problems with not having an organised visitor system?
- What are some suggestions for establishing an organised system of managing office visitors?

Organisational Chart

Learning Objectives

By the end of this topic participants will be able to:

- Discuss the purpose of an organisational chart.
- Prepare a clear and accurate organisational chart for their organisation.

Key Points: What is an organisational chart?

An organisational chart is a diagram that represents an organisation, identifying its employees and departments and their relationships to each other. An example of a local government organisational chart can be seen below in **Diagram 1**.

What is the purpose of an organisational chart?

- It clarifies lines of authority and how work is shared within an organisation.
- Employees feel more part of an organisation when they see themselves on the chart.
- It shows outsiders how an organisation is structured and its main areas of work.
- It shows the different departments and the number of staff.
- It makes the delegation of responsibilities easier.

Other points to consider...

- It helps to involve staff when developing the chart so that they understand the organisation's lines of authority and decision making.
- Once a chart has been developed, the governing body should approve it.
- A good organisational structure chart is well defined so that work is delegated and shared and lines of authority, responsibility, and reporting relationships are clear.
- An organisational structure chart should be adapted to the context, particular goals, and habits of teamwork in the specific organisation.

Source: 'Capacity Building for local NGOs: a guidance manual for good practice' Chapter 7: Office Administration (CIIR, 2005).

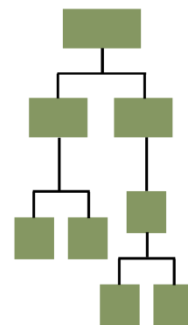
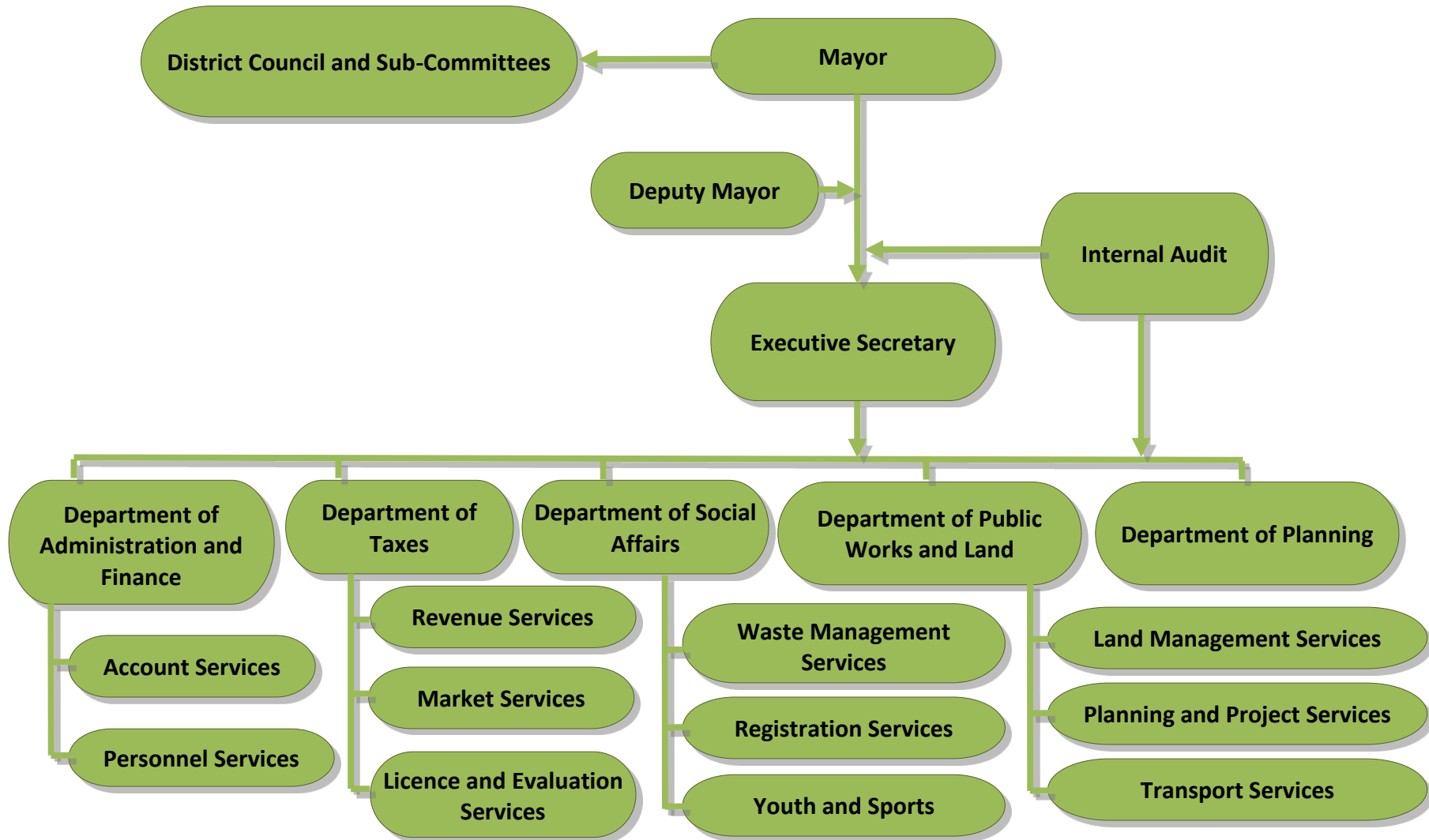


Diagram 1: Example Simplified Organisational Chart for Barako District

Note: A more detailed organisational chart could also show names and positions within the sections/units of each department.



Key Points: Preparing an organisational chart

Consider what information an organisational structure chart could contain. It may include some or all of the following:

- the name of the organisation
- the date the chart was compiled
- the lines of authority within the organisation
- the names of departments and sections/units
- the names of projects
- the names of employees, job titles and possibly photos.

Checklist: Organisational chart

Once the chart has been drawn up, check for the following:

- ✓ Consistency: include all names and/or job titles.
- ✓ Clarity: distinguish job titles from departments or sub-teams clearly.
- ✓ Completeness: do not forget the organisation's members, volunteers, and part-time staff.
- ✓ Update: as and when necessary, and decide who should be responsible for doing this.
- ✓ Place: think about where to place the chart (eg as a poster in reception).

Source: 'Capacity Building for local NGOs: a guidance manual for good practice' Chapter 7: Office Administration (CIIR, 2005).

Action Plan – Module 3: Office Organisation

Prepare an action plan for at least *one thing* that you will try to implement on your return to the workplace, based on what you have learned in this training. Some examples have been provided for you, which you may also wish to implement in your workplace.

Activity	Who is responsible?	By when?	What do I need to help me achieve this goal?
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Example 1: Review all types of documents in my section and discuss with supervisor about creating a filing system to properly organise and store these documents.

Example 2: Explore the possibility of setting up a resource centre in the district office.

Your entry here....

Conclusion

Summary

In this topic you have learned about the following:

- The importance of an efficient filing system.
- The types of information that are included as part of a filing system.
- The different ways that paperwork can be organised, for example, alphabetical, numerical, by date, by subject.
- Some steps in setting up a resource centre.
- The purpose of an organisational chart and how to prepare one.
- How to manage visitors to your organisation.



Important!

You have also been asked to make an entry in an Action Plan, which needs to be put into place back in your district, with specific responsibilities, timelines and mechanisms for follow up identified.

Assessment and Evaluation

You will be asked to complete some post-test questions, to gauge how much you have learned in this training. Your trainer will ask you to provide some feedback on the training you have just participated in, through the conduct of an evaluation activity. Your feedback will be most helpful for the ongoing improvement of these training materials.

Thank you!

Further Reading/Resources

Notes on different filing systems:

<http://www.wikihow.com/File-Alphabetically>

<http://notes.tyrocity.com/methods-of-filing-alphabetical-numerical-geographical-chronological-and-subject-wise/>

https://www.mindtools.com/pages/article/newHTE_85.htm

A short video on setting up a filing system:

<https://www.youtube.com/watch?v=mdK5EKAM8q4>