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DIRECTORATE OF WATER SUPPLY  
DIRECTORATE GENERAL CIPTA KARYA  
MINISTRY OF PUBLIC WORKS  
REPUBLIC OF INDONESIA

DIRECTORATE GENERAL  
INTERNATIONAL COOPERATION  
MINISTRY OF FOREIGN AFFAIRS  
KINGDOM OF THE NETHERLANDS

## MDP PRODUCTION TEAM

# TRAINING MATERIALS FOR WATER ENTERPRISES

## VOLUME 2B

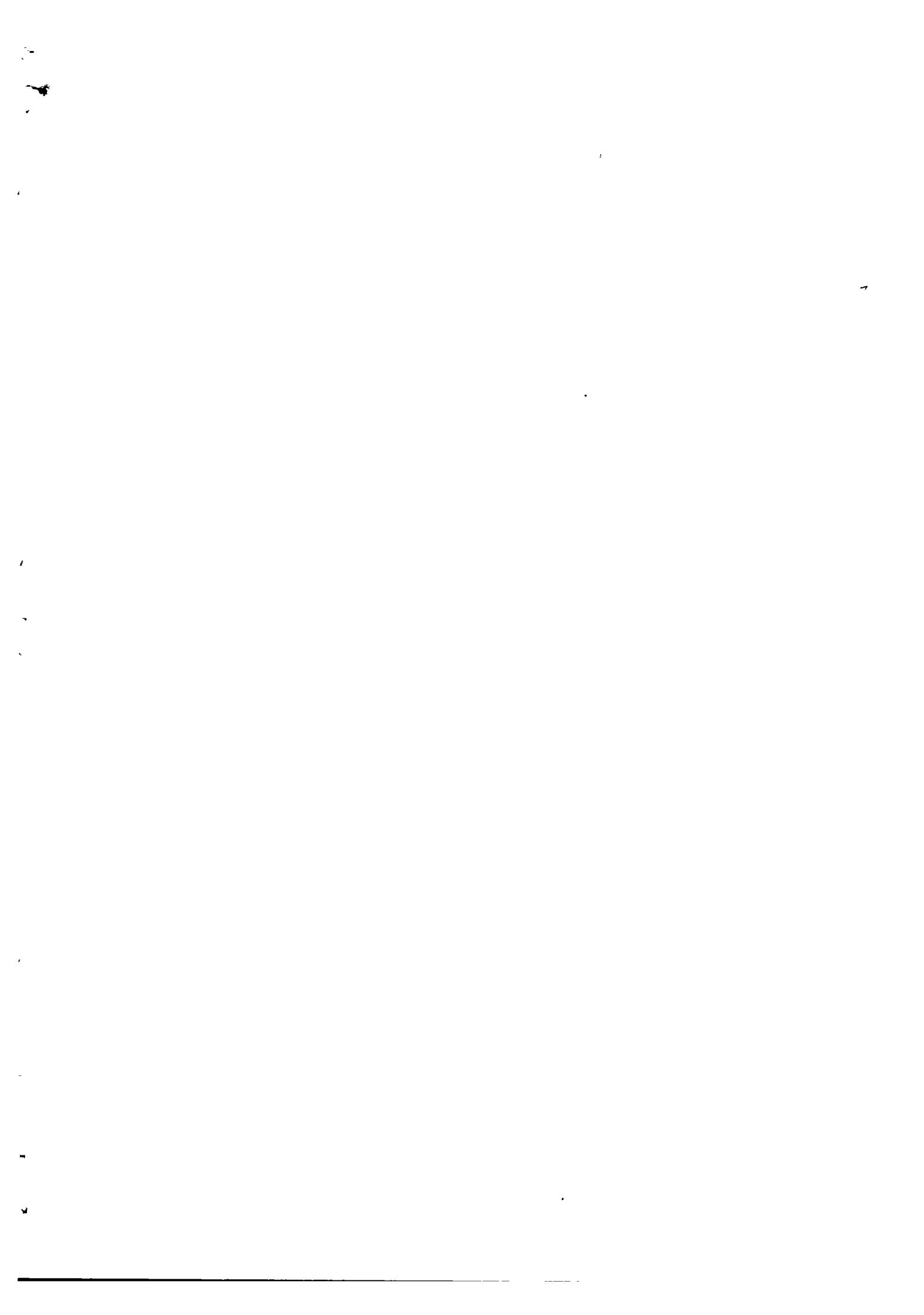
	<b>GUIDE FOR USERS OF TRAINING MATERIALS</b>
●	<b>TRAINING MODULES</b>
●	<b>GENERAL</b>
●	<b>ORGANISATIONAL</b>
●	Basic knowledge / skills
	Processes/procedures
	Equipment/materials
	<b>TECHNICAL</b>
	Basic knowledge/skills
	Processes/procedures
	withdrawal
	treatment
	distribution
	consumption
	Equipment/materials
	<b>TAPE / SLIDE PROGRAMMES</b>

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FOR COMMUNITY WATER SUPPLY  
SANITATION (IRC)

MDP PRODUCTION TEAM

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DIRECTORATE OF WATER SUPPLY  
DIRECTORATE GENERAL CIPTA KARYA  
DEPARTMENT OF PUBLIC WORKS  
GOVERNMENT OF INDONESIA

DIRECTORATE GENERAL  
FOR INTERNATIONAL COOPERATION  
MINISTRY OF FOREIGN AFFAIRS  
GOVERNMENT OF THE NETHERLANDS

MDP PRODUCTION TEAM

TRAINING MATERIALS FOR WATER ENTERPRISES

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AND SANITATION  
P.O. Box 1000 The Hague  
Tel. (070) 311 11/152  
RN: ~~204.185 TR~~ ISBN = 3610  
LO: 204.185 TR

VOLUME 2B  
TRAINING MODULES  
GENERAL + ORGANIZATIONAL  
(basic knowledge/skills)

DHV CONSULTING ENGINEERS  
IWACO B.V.  
T.G. INTERNATIONAL

JAKARTA  
APRIL 1985



## P R E F A C E

This volume is part of the Final Report of the MDP Production Team which produced Training Materials for Water Enterprises as part of a project under the bilateral cooperation programme between the Government of the Republic of Indonesia and the Government of the Kingdom of the Netherlands.

This Final Report contains the following volumes:

- |           |   |
|-----------|---|
| Volume 1  | Guide for users of training materials   |
| Volume 2A | Training Modules, GENERAL + ORGANIZATIONAL<br>(basic knowledge/skills)          |
| Volume 2B | Training Modules, GENERAL + ORGANIZATIONAL<br>(basic knowledge/skills)          |
| Volume 3  | Training Modules, ORGANIZATIONAL (processes/procedures;<br>equipment/materials) |
| Volume 4  | Training Modules, TECHNICAL (basic knowledge/skills)                            |
| Volume 5A | Training Modules, TECHNICAL (processes/procedures)                              |
| Volume 5B | Training Modules, TECHNICAL (processes/procedures)                              |
| Volume 6A | Training Modules, TECHNICAL (Withdrawal + Treatment)                            |
| Volume 6B | Training Modules, TECHNICAL (Withdrawal + Treatment)                            |
| Volume 7  | Training Modules, TECHNICAL (Distribution + Consumption)                        |
| Volume 8  | Training Modules, TECHNICAL (equipment/materials)                               |
| Volume 9  | Tape/slide programmes   |

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## TABLE OF CONTENTS

### TRAINING MODULES

CODE	TITLE
OBM 330	Communication - the process
OBM 331	Effective communication
OBM 332	Written communication
OBM 333	How to write a report
OBM 334	How to hold a meeting
OBM 400	Controlling
OBM 650	Office management - introduction
OBA 110	Filing
OBA 300	Working climate
OBA 400	Office layout
OBP 100	Job descriptions
OBP 200	Recruitment and selection
OBP 300	Training for new staff
OBP 400	Job performance and training
OBC 300	Customer information

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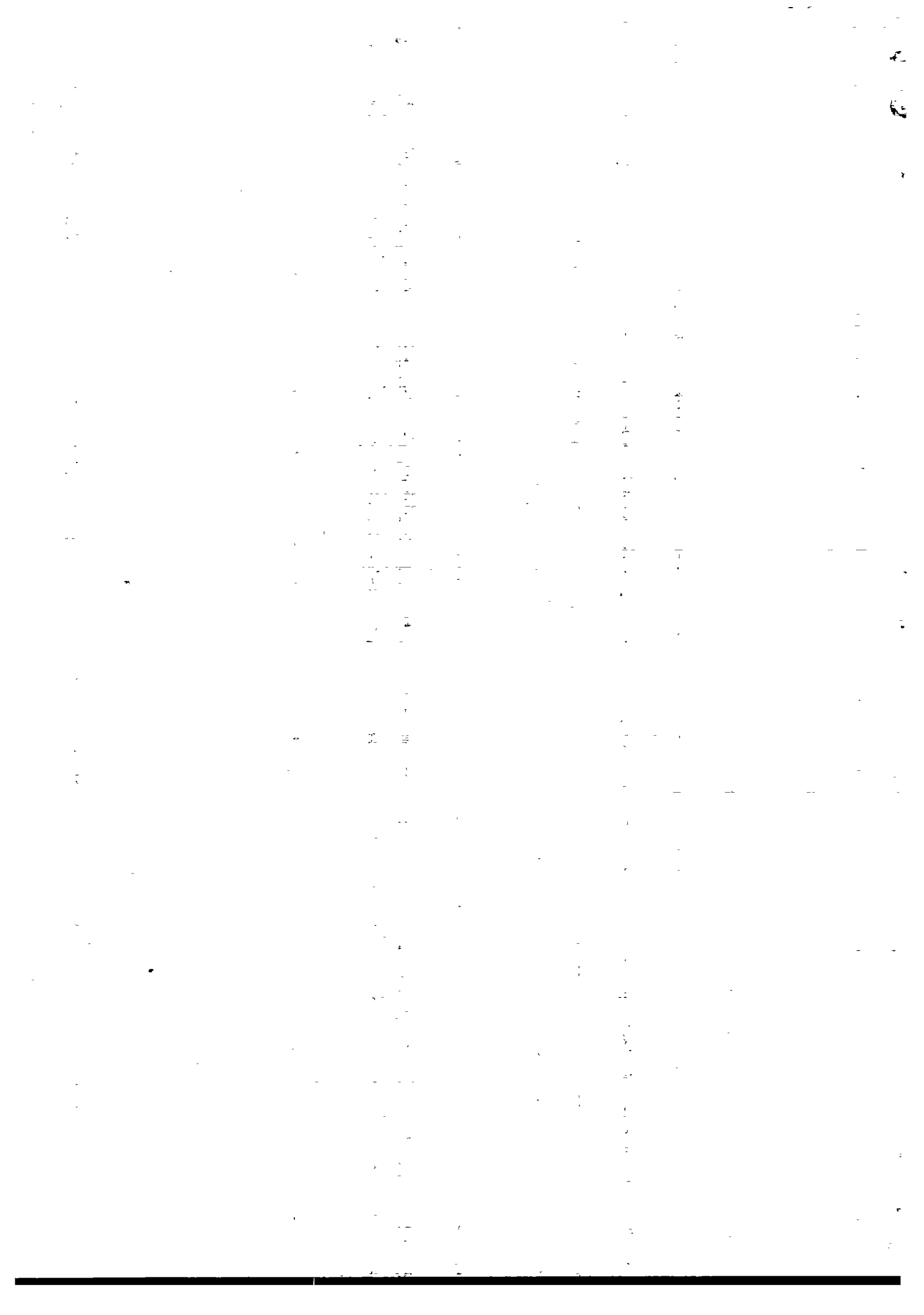
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<b>Module :</b> COMMUNICATION - THE PROCESS	<b>Code :</b> OBM 330
	<b>Edition :</b> 26-02-1985
<b>Section 1 :</b> INFORMATION SHEET	<b>Page :</b> 01 of 01/08
<b>Duration :</b>	90 minutes.
<b>Training objectives :</b>	After this session trainees will be able to: <ul style="list-style-type: none"><li>- list five elements of the communication process;</li><li>- name some communication methods and recite points of consideration in selecting the method of communication;</li><li>- explain the advantage of a two ways communication system.</li></ul>
<b>Trainee selection :</b>	<ul style="list-style-type: none"><li>- Director PDAM/Head BPAM;</li><li>- Head of Technical Department;</li><li>- Head of Finance &amp; Administration Department;</li><li>- Head of Section Cash &amp; Receipts;</li><li>- Head of Section Bookkeeping &amp; Billing;</li><li>- Head of Section General Administration &amp; Personnel;</li><li>- Head of Section Consumer Relations;</li><li>- Head of Section Production;</li><li>- Head of Section Distribution;</li><li>- Head of Section Planning &amp; Construction Supervision;</li><li>- Head of Section Maintenance.</li></ul>
<b>Training aids :</b>	<ul style="list-style-type: none"><li>- Viewfoil: OBM 330/V 1(a-d);</li><li>- Exercise: OBM 330/E 1;</li><li>- Handout : OBM 330/H 1.</li></ul>
<b>Special features :</b>	-
<b>Keywords :</b>	Communication process.



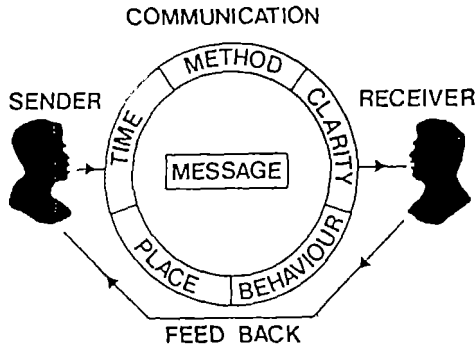
Module : COMMUNICATION - THE PROCESS	Code : OBM 330
	Edition : 26-02-1985
Section 2 : SESSION NOTES	Page : 01 of 02
<p>1. Introduction</p> <p>Communication is the transmission of ideas, information, instruction and feelings from one person to another.</p> <p>2. Communication process</p> <ul style="list-style-type: none"> <li>- Tell story about car-driver and pedestrian.</li> <li>- Explain the process-elements in the story: <ul style="list-style-type: none"> <li>. car-driver = SENDER;</li> <li>. car-driver wants to make something clear to pedestrian = MESSAGE;</li> <li>. car-driver blows his horn = METHOD;</li> <li>. pedestrian = RECEIVER;</li> <li>. pedestrian understands message (takes a step back) = CONTROL/FEEDBACK.</li> </ul> </li> <li>- These 5 elements are found in every communication process.</li> </ul> <p>3. The method</p> <ul style="list-style-type: none"> <li>- The sender must know what he wants to express and to whom. He must select the most effective method, taking into account: <ul style="list-style-type: none"> <li>. who is the receiver?</li> <li>. how much does the receiver know and understand?</li> <li>. which method is most effective?</li> </ul> </li> <li>- Examples of communication methods are: <ul style="list-style-type: none"> <li>. speaking;</li> <li>. writing (memo, letters, posters etc);</li> <li>. touching;</li> <li>. gestures.</li> </ul> </li> </ul>	<p>Explain on whiteboard Show V 1 (a-d)</p>



Module : COMMUNICATION - THE PROCESS	Code : OBM 330
	Edition : 26-02-1985
Section 2 : SESSION NOTES	Page : 02 of 02
<p><b>4. Control</b></p> <p>Control means checking whether the message has been understood. The best way is to ask the receiver to relay the message back if there is no other proof of his understanding (stepping back). The simple question "Have you understood what I want?" is not enough. Questions should be directly related to the message.</p> <p><b>5. Exercise</b></p> <ul style="list-style-type: none"> <li>- Explain exercise.</li> <li>- Do exercise (15 minutes).</li> <li>- Discuss results.</li> </ul> <p><b>6. Summary</b></p> <ul style="list-style-type: none"> <li>- The 5 elements of the communication process are: <ul style="list-style-type: none"> <li>. sender;</li> <li>. message;</li> <li>. method;</li> <li>. receiver;</li> <li>. control/feedback.</li> </ul> </li> <li>- The sender must select the most effective method.</li> <li>- Control is needed to check whether the message is understood.</li> </ul>	<p>Give E 1</p> <p>Give H 1</p>





Module : COMMUNICATION - THE PROCESS	Code : OBM 330
	Edition : 26-02-1985
Section 3 : TRAINING AIDS	Page : 01 of 01
<p>Elements of communication process OBM 330/V 1</p> 	<p>Transmission of intentions OBM 330/E 1</p>
	<p>Communication - the process OBM 330/H 1</p>





Module : COMMUNICATION - THE PROCESS	Code : OBM 330
	Edition : 26-02-1985
Section 4 : H A N D O U T	Page : 01 of 04

## 1. INTRODUCTION

During the whole day people communicate. Communication is the transmission of ideas, information, instructions and feelings from one person to another person. There is no organization without communication.

We have communicated since the day we were born, hence we take it for granted that we are good communicators. We believe that if we speak clearly then everyone will understand. We believe that if we use simple language people will understand.

## 2. COMMUNICATION PROCESS

You drive a car and you want to go from A to B. You see a pedestrian who wants to cross the road. He has already put one foot on the road. You clearly see that an accident will happen if both of you keep going. You have a good reason to communicate with the pedestrian.

When you shout, he won't hear you. When you flash your lights he might not see it. So you have to select a better way to transmit the message that danger is in the air : you blow your horn. The pedestrian hears your horn and takes a step back. The communication (transmission of the information that there is danger) between the driver and the pedestrian is successful and an accident has been prevented.

The sender used his horn. We call this the method to send the message. The pedestrian must understand the message and its intentions. We call the pedestrian the receiver. Finally there is a proof that the receiver (the pedestrian) understood what the sender (the driver) wanted to express. The pedestrian took a step back. We call this control, or feedback.

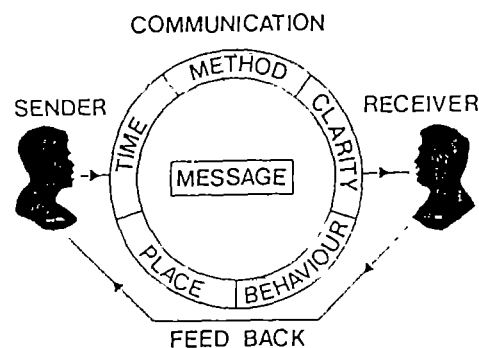
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Section 4 : H A N D O U T	Page : 02 of 04

In all communication you will find:

- the sender;
- the message;
- the method;
- the receiver;
- control/feedback.

This is illustrated below.



### 3. THE METHOD

The sender must know what he wants to express and to whom. The sender must select the most effective method to send the message. The driver selected the horn instead of shouting or flashing the lights.

In selecting the method the sender must take into account:

- who is the receiver?
- how much does the receiver know and understand (language and knowledge) ?
- which method is most effective (horn or flashing lights) ?

Examples of methods of communication:

- speaking;
- writing (memo, letters, posters, overhead sheet);
- touching;
- gestures.



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#### 4. CONTROL

The sender must check that the message has been understood. He must ask the receiver to relay the message back to him to check his understanding. The question "Have you understood what I want?" is not enough.

The sender must ask direct questions related to the message.

#### 5. SUMMARY

If we want to make something clear to someone else, we must communicate. The Communication process involves a sender, a message, a method, a receiver, and feedback, or control.

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INSTRUCTION FOR THE SENDER

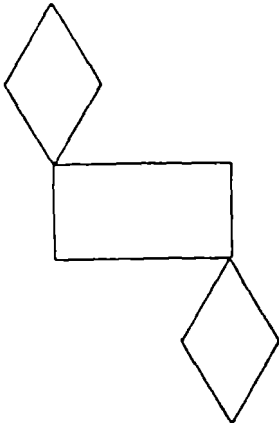
TASK I

You have to instruct the man sitting in front of you (the receiver) to draw as quick as possible the same diagram as is shown in example I. You are only allowed to give oral instructions. You are not allowed to use your hands to make something clear or show the example. The receiver is not allowed to ask you any questions or to interrupt you. You communicate according to One Way Communication System : instructions only flow from you to the receiver.  
The trainer will tell you when to start.

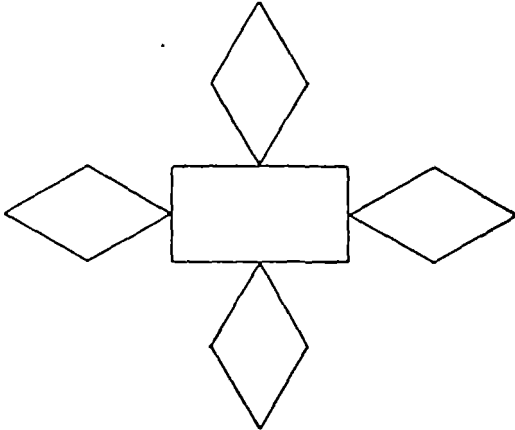
TASK II

Again you have to instruct the man sitting in front of you (the receiver) to draw a diagram. Now example II serves as the example. However, this time the receiver is allowed to ask you questions if he needs so or interrupt your instructions whenever he feels necessary. You can answer the questions as you like. However, also this time you are not allowed to use your hands to make something clear, or to show the example. You are only allowed to speak. In this task you will communicate according to the Two Ways Communication System.  
The trainer will tell you when to start.

**EXAMPLE I**



**EXAMPLE II**



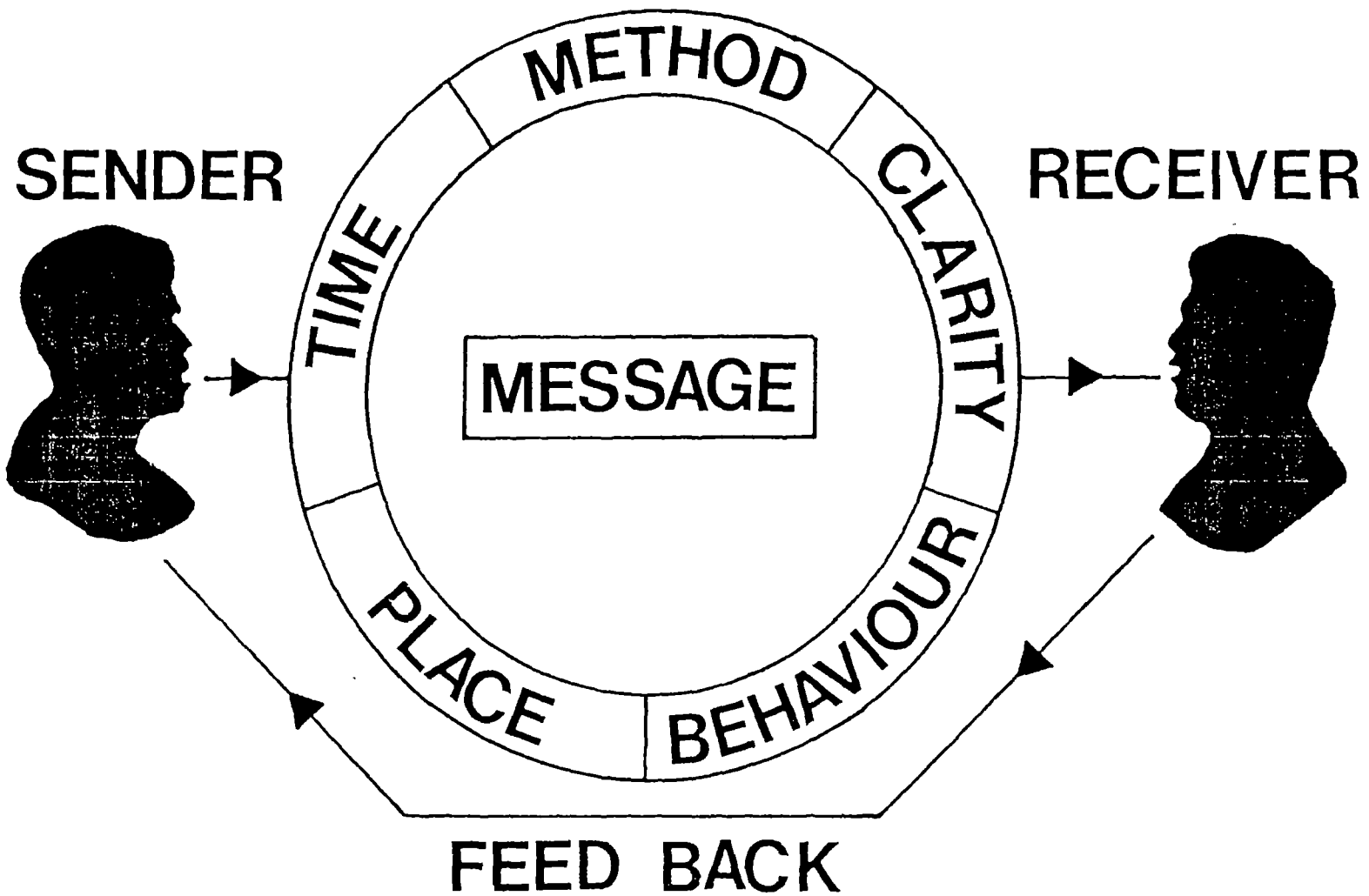


Module : COMMUNICATION - THE PROCESS	Code : OBM 330				
	Edition : 26-02-1985				
Annex : VIEWFOILS	Page : 01 of 02				
<table> <tr> <td data-bbox="358 512 1101 546">TITLE :</td> <td data-bbox="1117 512 1497 546">CODE :</td> </tr> <tr> <td data-bbox="358 603 1101 637">1. Elements of communication process</td> <td data-bbox="1117 603 1497 637">OBM 330/V 1 (a-d)</td> </tr> </table>		TITLE :	CODE :	1. Elements of communication process	OBM 330/V 1 (a-d)
TITLE :	CODE :				
1. Elements of communication process	OBM 330/V 1 (a-d)				

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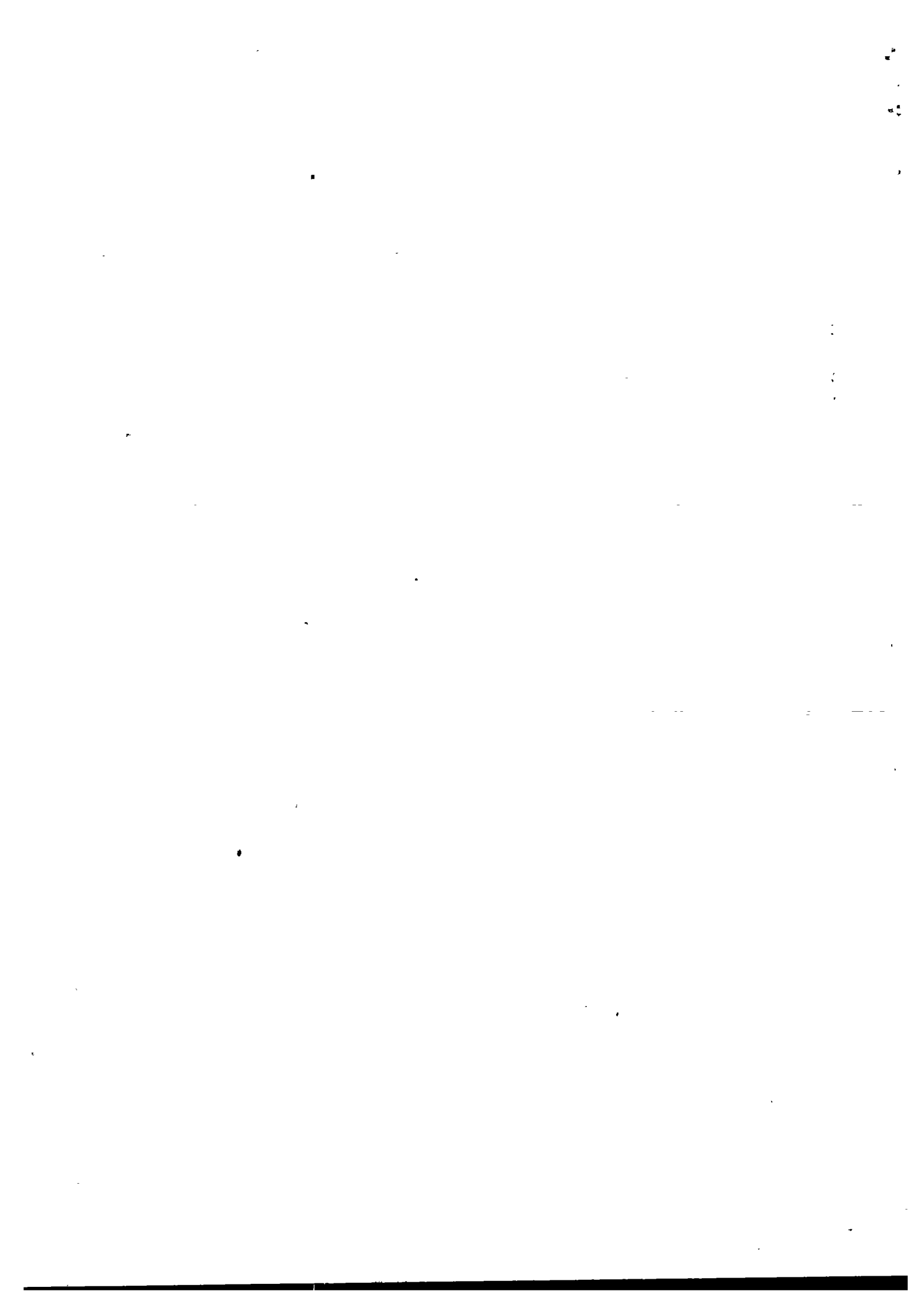
# COMMUNICATION







<b>Module</b> : <b>EFFECTIVE COMMUNICATION</b>	<b>Code</b> : OBM 331
	<b>Edition</b> : 26-02-1985
<b>Section 1</b> : <b>INFORMATION SHEET</b>	<b>Page</b> : 01 of 01/07
<b>Duration</b> :	45 minutes.
<b>Training objectives</b> :	After the session trainees will be able to: - list four important issues for effective communication; - explain why communication should be planned; - give example of failure in communication.
<b>Trainee selection</b> :	- Director PDAM/Head BPAM; - Head of Technical Department; - Head of Finance & Administration Department; - Heads of Section Cash & Receipts; - Head of Section Bookkeeping & Billing; - Head of Section General Administration & Personnel; - Head of Section Consumer Relations; - Head of Section Production; - Head of Section Distribution; - Head of Section Planning & Construction Supervision; - Head of Section Maintenance.
<b>Training aids</b> :	- Viewfoil: OBM 331/V 1 (a-e); - Handout : OBM 331/H 1.
<b>Special features</b> :	-
<b>Keywords</b> :	Communications.





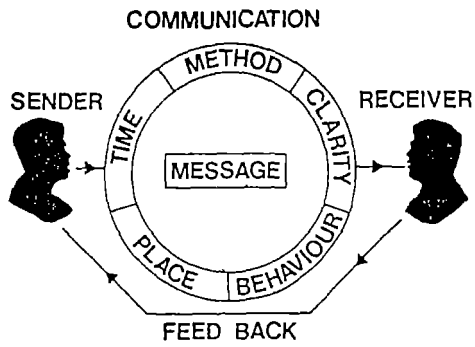
<b>Module : EFFECTIVE COMMUNICATION</b>	<b>Code : OBM 331</b>
<b>Section 2 : SESSION NOTES</b>	<b>Edition : 26-02-1985</b>  <b>Page : 01 of 02</b>
<p><b>1. Introduction</b></p> <ul style="list-style-type: none"> <li>- Communication is affected by: <ul style="list-style-type: none"> <li>. the clarity of the message;</li> <li>. the method;</li> <li>. behaviour of the sender and receiver;</li> <li>. place and timing of the communication.</li> </ul> </li> </ul> <p><b>2. The clarity of the message</b></p> <p>Tell example of Finance Department Head asking to finish PDAM balance sheet "as soon as possible". The message should be clear and precise.</p> <p><b>3. The method</b></p> <p>Showing information should be additional to hearing and reading. It is not always possible, but remember that "a picture paints a thousand words".</p> <p><b>4. Behaviour</b></p> <p>Behaviour can distract the attention of the receiver. This can cause his unableness to understand the message. Give examples of distracting behaviour.</p> <p><b>5. Place and timing of communication</b></p> <ul style="list-style-type: none"> <li>- Give examples of a wrong place and bad timing: <ul style="list-style-type: none"> <li>. reminding a late comer in public on his working hours;</li> <li>. giving rapidly instructions before leaving the office.</li> </ul> </li> </ul> <p><b>6. Planning and Communication</b></p> <p>Point out that intended communication should be planned in advance.</p>	<p>Show V I (a-e)</p>



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<p>7. Communication problems</p> <ul style="list-style-type: none"> <li>- Give examples of failure in communication: <ul style="list-style-type: none"> <li>. unclear ideas;</li> <li>. unclear message;</li> <li>. wrong method;</li> <li>. wrong place or bad timing;</li> <li>. absence of control.</li> </ul> </li> </ul> <p>If you are the sender, then make sure you have made no mistakes, before blaming the receiver.</p> <p>8. Summary</p> <ul style="list-style-type: none"> <li>- Communication is affected by: <ul style="list-style-type: none"> <li>. the clarity of the message;</li> <li>. the method used to convey the message;</li> <li>. the behaviour of the sender and receiver;</li> <li>. the place and timing of the communication.</li> </ul> </li> <li>- Communication should be planned.</li> <li>- In case of communication failure, the sender should check for mistakes first before planning the receiver.</li> </ul>	Give H 1

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Module : EFFECTIVE COMMUNICATION	Code : OBM 331
Section 3 : TRAINING AIDS	Edition : 26-02-1985
Elements of OBM 331/V 1 (a-e) communication process	
	Effective communication OBM 331/H 1







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<p><b>1. COMMUNICATION IS AFFECTED BY</b></p> <ul style="list-style-type: none"><li>- The clarity of the message.</li><li>- The method.</li><li>- Behaviour of the sender and receiver.</li><li>- Place and timing of the communication.</li></ul> <p><b>2. CLARITY OF THE MESSAGE</b></p> <p>The director asks the department head of Finance to finish the balance sheet of the PDAM "AS SOON AS POSSIBLE". However, in his mind he wants the balance sheet at the latest by five o'clock this afternoon. He must read the sheet before his meeting with the Badan Pengawas, which will take place tomorrow morning at 10 o'clock. The department head interprets the message "AS SOON AS POSSIBLE" as tomorrow before 10 o'clock. The director's intention with "AS SOON AS POSSIBLE" differs from the interpretation by the department head.</p> <p>At five o'clock there is a conflict between the two men. The conflict with its related deception could have been prevented through better, clearer communication. The director should have asked: "Can you prepare the balance sheet before five o'clock this afternoon?". The message should be precise.</p> <p><b>3. THE METHOD</b></p> <p>Most people retain information better when it is shown to them rather than by hearing or reading. Showing is not always possible but should be used if it is at all possible, because, as the saying goes, "a picture paints a thousand words".</p> <p><b>4. BEHAVIOUR</b></p> <p>You are in a bad mood. Then often people twist their words. You only speak in short sentences. You do not have the patience to say clearly what you want. Your bad temper means that the message you actually send, differs from the message you want to send.</p> <p>You give instruction to the head of the Planning Department. At the same time you are writing a note to the Head of the Finance</p>	

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Department. The Planning Department head feels offended. He only thinks of your impolite behaviour and is therefore unable to understand what you explain. He is distracted by your behaviour. Your behaviour makes effective communication impossible.

#### 5. PLACE AND TIMING OF THE COMMUNICATION

An employee arrives too late for work and you want to give him a reminder. If you do that in public he might be so embarrassed that his only reaction is : "Yes Sir".

You think that your message is clear, but you do not know the reasons for his absence. They might be valid. In this case the place would have made effective communication impossible. Other examples : Noisy conditions - hot or wet conditions etc.

You have an important meeting with the Badan Pengawas. Just before leaving the office you rapidly give instructions to the Head of the Finance Department. You are in a hurry and you have no time to explain clearly what you want. The department head only understands a part of what you want. Bad timing makes effective communication impossible.

Communication is not only the words you speak or the instructions you write.

Communication is much wider.

Communication is largely affected by the place and timing.

In other words: you have to choose the occasion carefully.

#### 6. PLANNING COMMUNICATION

As we have seen, effective communication is very important to the organization. Therefore communication should be planned.

Do you know clearly what you want to communicate?

Do you know with whom you want to communicate?

Are you in a suitable state to communicate?

Did you select the method with care?

Did you select with care the place and time of the communication?

How can you control whether the message has been correctly understood?

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#### 7. FAILURE IN COMMUNICATION

Communication can easily fail because:

- your ideas are not clear;
- your message does not describe your thoughts clearly;
- you have chosen the wrong method to send the message;
- you didn't consider the situation: the place or timing;
- you do not control whether the message has been correctly understood.

Failure in communication is not always caused by "the stupidity" of the receiver. If a case of bad communication arises you should check first to make sure that you, in the role of sender, have not made any mistake.

#### 8. SUMMARY

To communicate effectively, the sender must ensure that the message is clear, the right method is used, the place and the timing are right and that he checks or controls whether his message has been understood. All this means, that the sender must plan his communication.

\* \* \*



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Annex : V I E W F O I L S	Page : 01 of 02				
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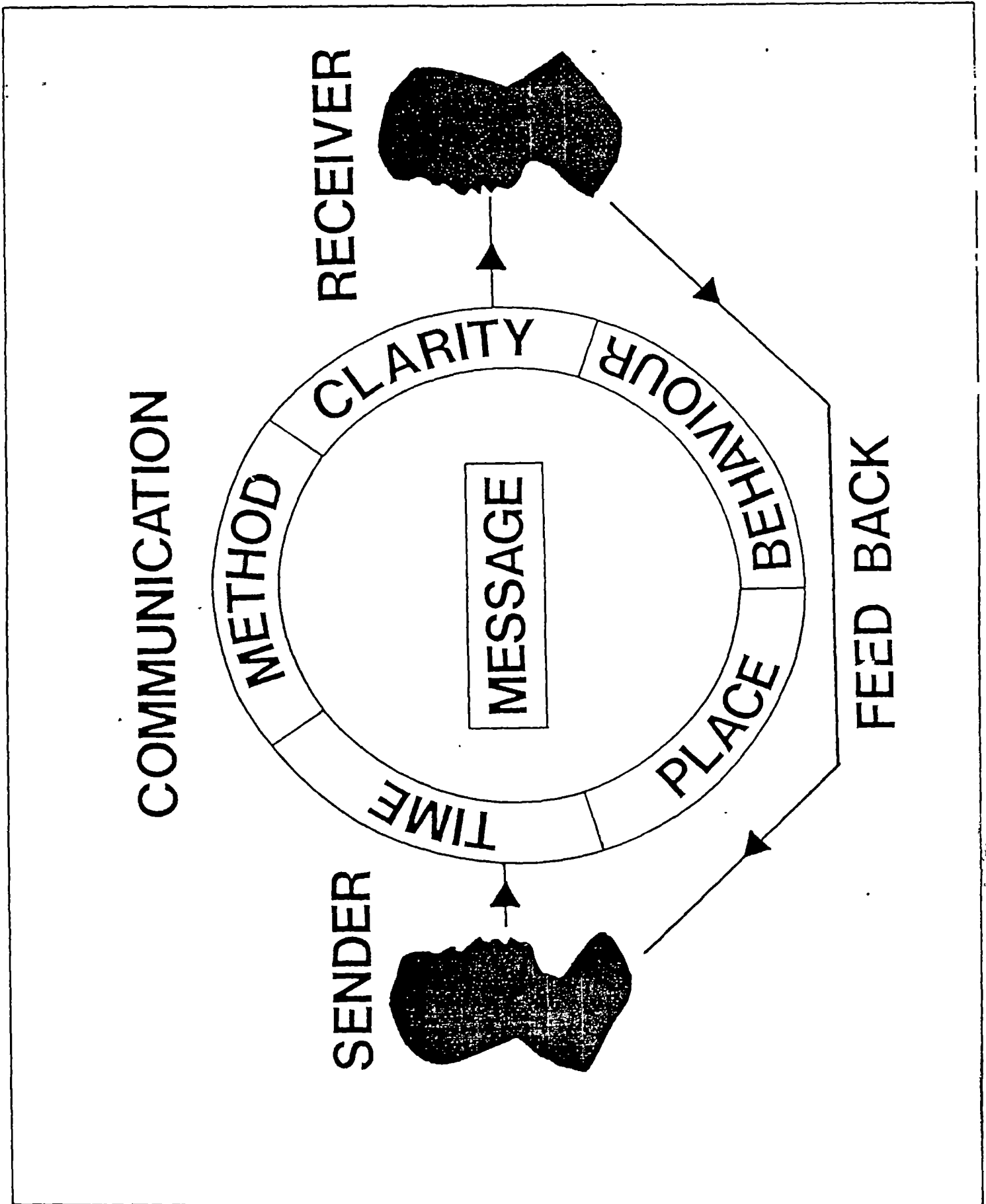
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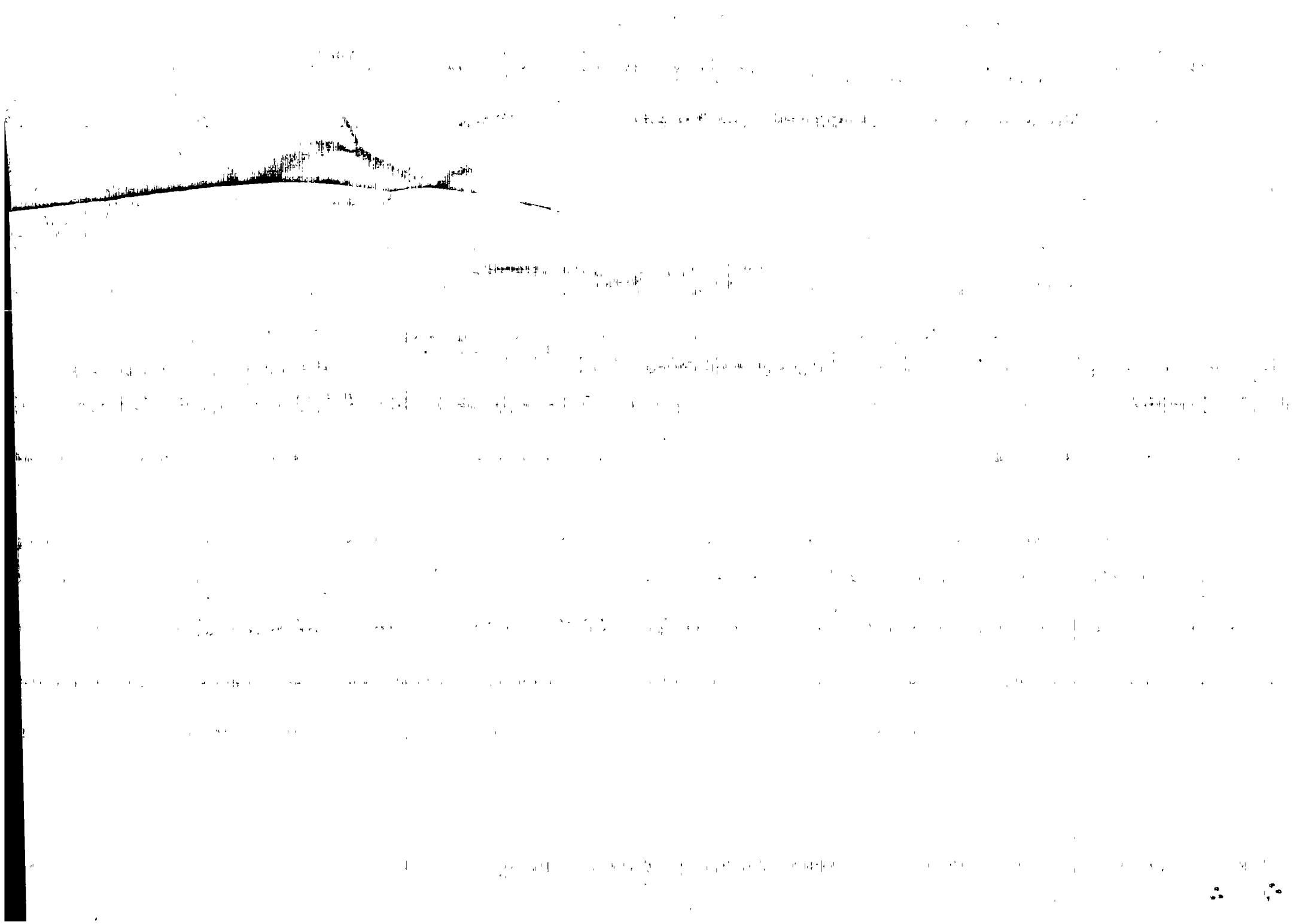







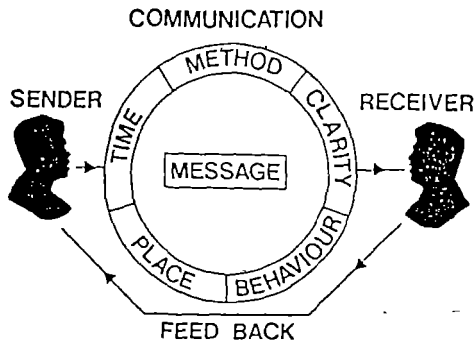
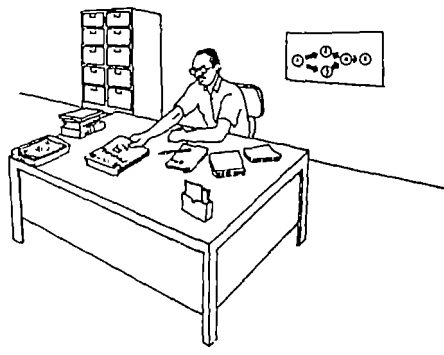


Module : <b>WRITTEN COMMUNICATION</b>		Code : OBM 332
		Edition : 26-02-1985
Section 1 : <b>INFORMATION SHEET</b>		Page : 01 of 01/05
Duration	45 minutes.	
Training objectives :	After this session trainees will be able to: - explain the necessity of an effective communication system.	
Trainee selection	- Director PDAM/Head BPAM; - Head of Technical Department; - Head of Finance & Administration Department.	
Training aids	- Viewfoils: OBM 332/V 1-3; - Examples : OBM 332/E 1-3; - Handout : OBM 332/H 1.	
Special features	-	
Keywords	Communication/communication system.	



Module : WRITTEN COMMUNICATION	Code : OBM 332
	Edition : 26-02-1985
Section 2 : SESSION NOTES	Page : 01 of 01
<p>1. Introduction</p> <ul style="list-style-type: none"> <li>- Different people carry out different tasks.</li> <li>- To be able to work together effectively people must communicate.</li> </ul> <p>2. Written communication</p> <ul style="list-style-type: none"> <li>- Communication through: <ul style="list-style-type: none"> <li>. talking;</li> <li>. reports, forms, and instructions.</li> </ul> </li> <li>- Examples of written communication: <ul style="list-style-type: none"> <li>. report on meter repairs;</li> <li>. material requests;</li> <li>. financial reports;</li> <li>. forms for completed house connections.</li> </ul> </li> </ul> <p>3. Communication system</p> <ul style="list-style-type: none"> <li>- Many difficulties originate from a lack of communication between sections.</li> <li>- The enterprise needs a system of communication: <ul style="list-style-type: none"> <li>. which forms, reports should be used to transmit information?</li> <li>. how to be filled in?</li> <li>. when and to whom to be sent?</li> </ul> </li> <li>- Effective communication facilitates cooperation among enterprise staff. Procedures are a communication system.</li> </ul> <p>4. Summary</p> <ul style="list-style-type: none"> <li>- To operate effectively the enterprise needs a communications system.</li> <li>- A procedure is also a communication system.</li> </ul>	<p>Show V 1</p> <p>Show V 2 (a-e)</p> <p>Show V 3</p> <p>Show E 1-3</p> <p>Give H 1</p>



<b>Module : WRITTEN COMMUNICATION</b>	<b>Code : OBM 332</b>
	<b>Edition : 26-02-1985</b>
<b>Section 3 : TRAINING AIDS</b>	<b>Page : 01 of 01</b>
<p><b>Jobs are different</b>      OBM 332/V 1</p> 	<p><b>Elements of</b>      OBM 332/V 2 (a-e) <b>communication process</b></p> 
<p><b>Forms of written communication</b>      OBM 332/V 3</p> 	
	<p><b>Written communication</b>      OBM 332/H 1</p>

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Module : WRITTEN COMMUNICATION	Code : OBM 332
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Section 4 : H A N D O U T	Page : 01 of 02

### 1. INTRODUCTION

In the Water Enterprise different people carry out different tasks. Their activities are interrelated. To be able to work together effectively, enterprise staff must inform each other of their activities : they must communicate.

### 2. WRITTEN COMMUNICATION

Enterprise staff do not only communicate through talking to each other, but they also communicate through written communications, such as reports, forms, and instructions. For instance:

- Through a report the water meter reader informs the distribution section of the meters which must be repaired.
- Through a special form the Technical Department informs the material procurement officer of the materials which are needed.
- Through financial reports the Bookkeeping Section informs enterprise management of enterprise performance.
- Through a form the Distribution Section informs the water meter reader of the new houses which have recently been connected to the supply system.

The greater part of information exchange in the Water Enterprise passes through forms, reports, and written instructions.

### 3. COMMUNICATION SYSTEM

Many difficulties in enterprise operations originate from a lack in communication between different sections or departments. When employees in one section are not informed or are informed too late of the activities or difficulties in another section, they cannot attune their activities to the activities of their colleagues.

Management must ensure that there is an effective system of communication in the enterprise. Enterprise staff should know which forms or reports should be used to transmit what information, they should know how the forms/reports should be filled in, and when and to whom they should be sent.





Module : WRITTEN COMMUNICATION	Code : OBM 332
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Section 4 : H A N D O U T	Page : 02 of 02
<p data-bbox="331 562 1458 712">Only through an effective system of communication, enterprise staff will have the necessary information to attune their activities to the activities and difficulties of their colleagues in other sections. Effective communication facilitates cooperation among enterprise staff.</p> <p data-bbox="269 807 448 834">4. SUMMARY</p> <p data-bbox="331 870 1458 961">To operate effectively the enterprise needs a communication system. Reports, forms, instructions are part of that system. A procedure is a communication system too.</p> <p data-bbox="818 1029 899 1052">* * *</p>	



Module : WRITTEN COMMUNICATION	Code : OBM 332								
	Edition : 26-02-1985								
Annex : VIEWFOILS	Page : 01 of 04								
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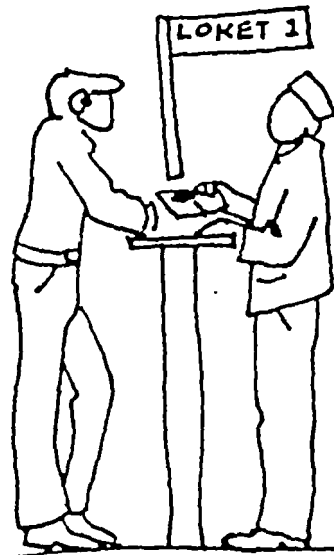
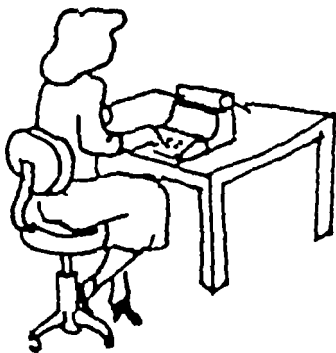
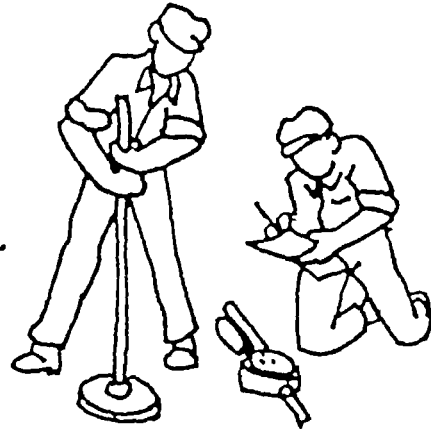
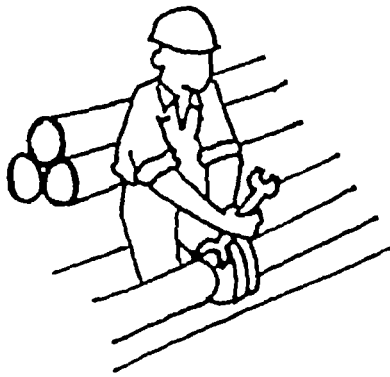
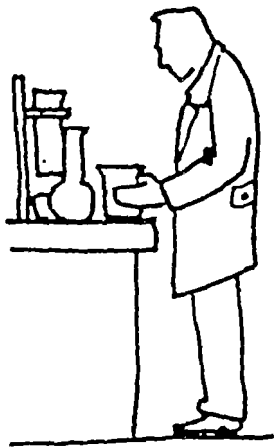
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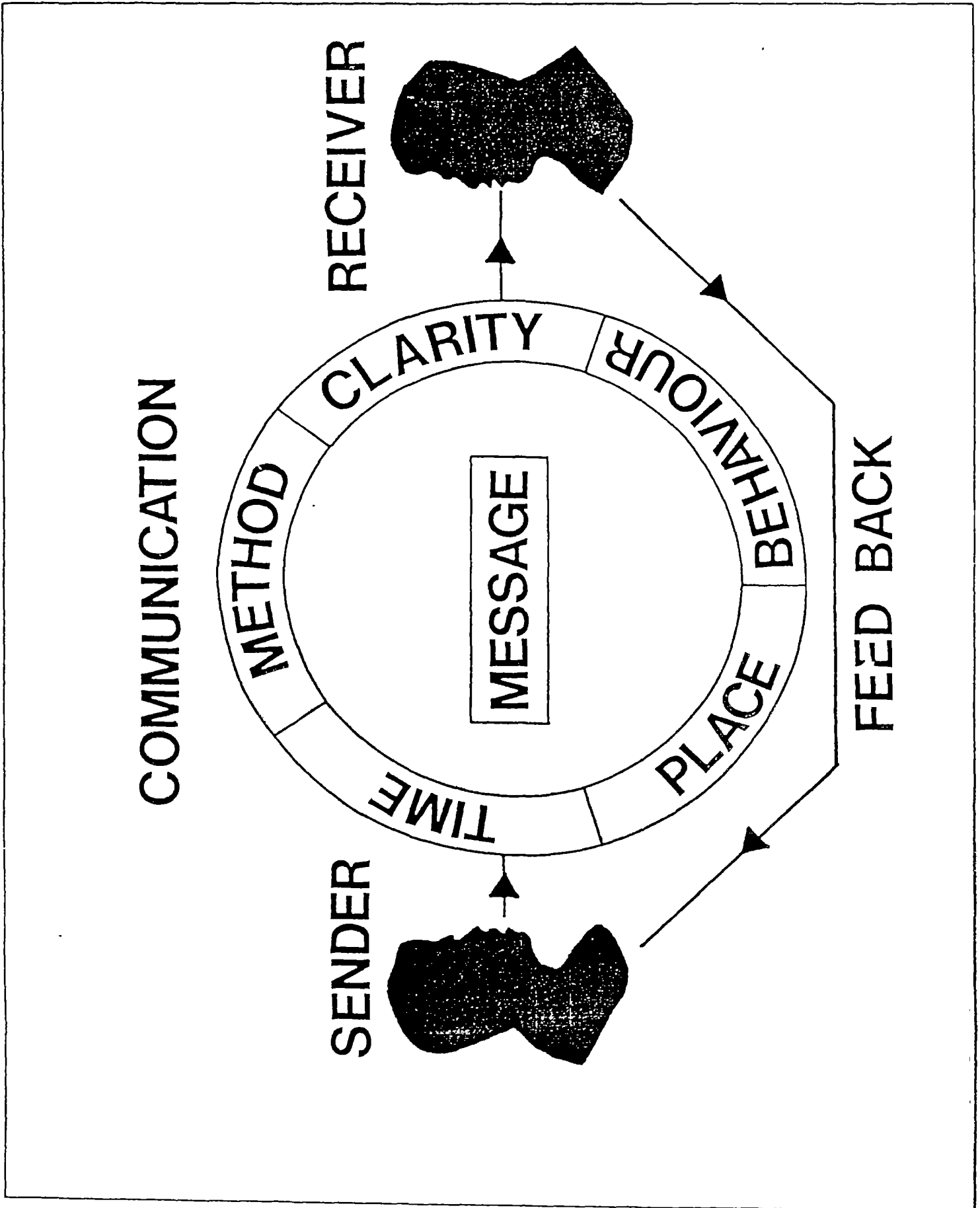
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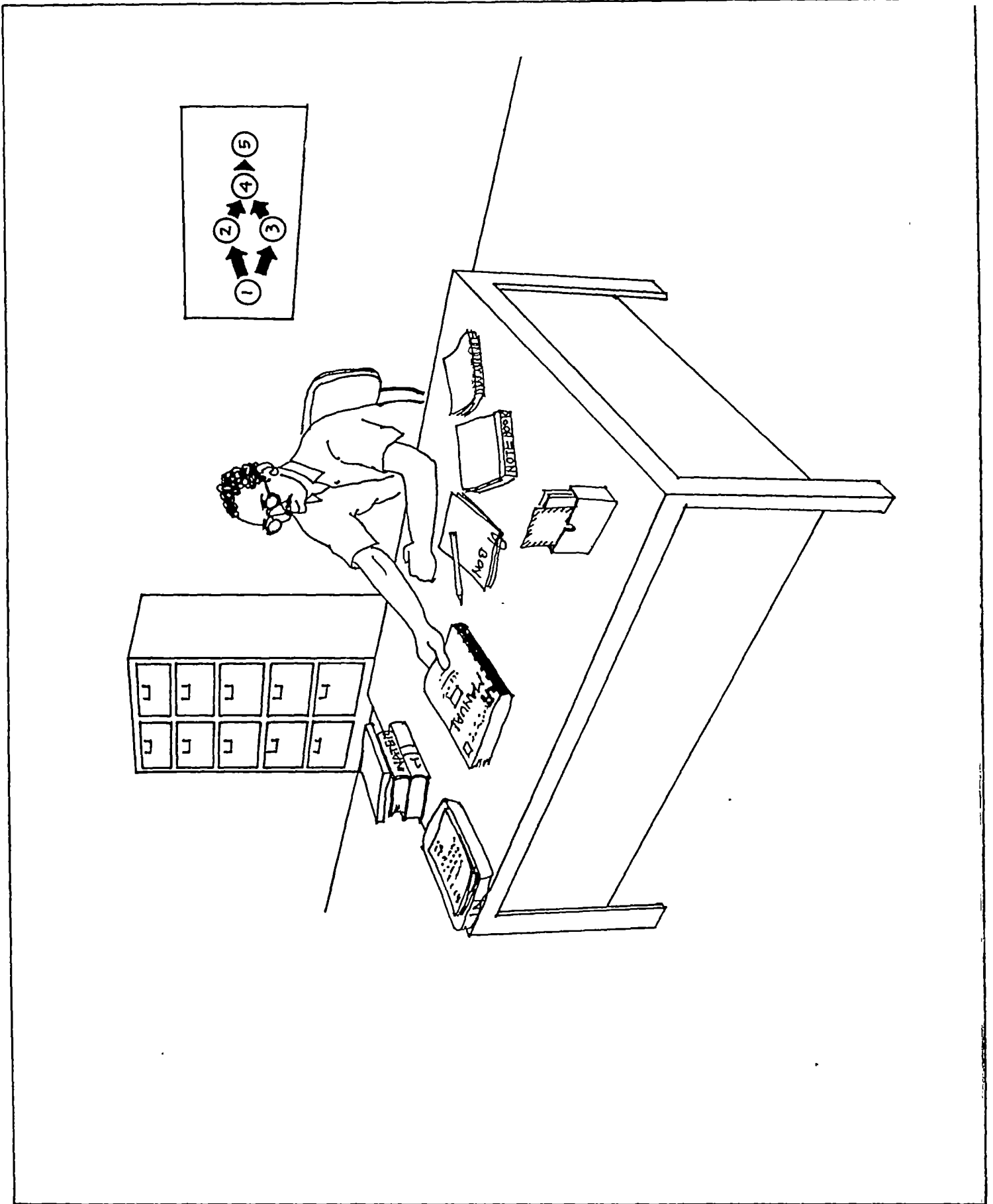
















<b>Module : HOW TO WRITE A REPORT</b>		<b>Code : OBM 333</b>
		<b>Edition : 26-02-1985</b>
<b>Section 1 : INFORMATION SHEET</b>		<b>Page : 01 of 01/07</b>
<b>Duration :</b>	45 minutes.	
<b>Training objectives :</b>	After this session trainees will be able to: - recite the subjects which should be dealt with prior to writing a report; - give examples of clear report language.	
<b>Trainee selection :</b>	- Director PDAM/Head BPAM.	
<b>Training aids :</b>	- Viewfoil: OBM 333/V 1; - Handout : OBM 333/H 1.	
<b>Special features :</b>	-	
<b>Keywords :</b>	Report writing.	



<p>Module : HOW TO WRITE A REPORT</p>	<p>Code : OBM 333</p>
<p>Section 2 : S E S S I O N N O T E S</p>	<p>Edition : 26-02-1985</p> <p>Page : 01 of 02</p>
<p>1. Introduction</p> <ul style="list-style-type: none"> <li>- Ask: How is information recorded?</li> <li>- Discuss answers.</li> <li>- Methods of information recording include: <ul style="list-style-type: none"> <li>. scrawl;s</li> <li>. forms;</li> <li>. memos;</li> <li>. letters;</li> <li>. reports.</li> </ul> </li> <li>- Written information should be clear for the reader; therefore it should be structured.</li> <li>- Ask: Give examples of unclear information.</li> <li>- Discuss answers.</li> <li>- Explain: Unclear information can be caused by a number of reasons e.g. the information is: <ul style="list-style-type: none"> <li>. too much ;</li> <li>. too little;</li> <li>. unstructured;</li> <li>. given in ambiguous language;</li> <li>. too technical.</li> </ul> </li> </ul> <p>2. The report</p> <ul style="list-style-type: none"> <li>- The reader must understand the contents and often must be able to take action based on the provided information.</li> <li>- Good report writing requires: Think first and only then start writing.</li> <li>- Before writing answers should be given to a number of questions .</li> <li>- Ask: What questions should be answered before you start writing?</li> </ul>	<p>List on whiteboard</p> <p>Show V 1</p> <p>List on whiteboard</p> <p>Use whiteboard</p>



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Section 2 : SESSION NOTES	Page : 02 of 02
<ul style="list-style-type: none"> <li>- Discuss answers.</li> <li>- Explain: Answers can be given to the following questions: <ul style="list-style-type: none"> <li>. who will read the report?</li> <li>. what does the reader already know?</li> <li>. how to order the material?</li> <li>. sequence of subjects and table of contents?</li> <li>. which information to be included in the annexes?</li> </ul> </li> <li>- These answers help you to structure your report.</li> </ul> <p><b>3. Report language</b></p> <ul style="list-style-type: none"> <li>- Report language should be clear. It should interest the reader.</li> <li>- The reader's interest is excited by the use of: <ul style="list-style-type: none"> <li>. action words;</li> <li>. common language;</li> <li>. short sentences;</li> <li>. direct language.</li> </ul> </li> </ul> <p><b>4. Writing a report</b></p> <ul style="list-style-type: none"> <li>- Steps.</li> </ul> <p><b>5. Summary</b></p> <ul style="list-style-type: none"> <li>- Written reports should have a clear message.</li> <li>- Reports should be well-structured.</li> <li>- Reports should be written in a language appropriate for the reader.</li> </ul>	<p>Give H 1</p>





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Section 3 : TRAINING AIDS		Page : 01 of 01
Report writing	OBM 333/V 1	
<p>STEPS IN REPORT WRITING</p> <ul style="list-style-type: none"> <li>• Define subject</li> <li>• Define target group</li> <li>• Assemble information</li> <li>• Read information</li> <li>• Develop structure</li> </ul> <p>AND THEN</p> <p>START WRITING</p>		
		How to write a report OBM 333/H 1





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Section 4 : H A N D O U T	Page : 01 of 03

## 1. INTRODUCTION

Writing is one of the methods of communication. All information has to be recorded once in a while. People can do this with scrawls, forms, memos, letters, reports etc. It depends on the situation which method is chosen. However all written communication has a goal. People want to express something: feelings, thoughts, ideas, intentions, figures, conclusions etc. They want to transmit a message.

To make the meaning of written material clear for the reader, it is mandatory that the writer structures his message well. He should give the information the reader needs for understanding his message: not more, but certainly not less.

If I write for instance: "Quality control is having problems but the figures of this month look good although the number of applications for a new connection stagnates", nobody will understand exactly what I mean. I give too much information at once and there is no structure in my message.

If I write to my boss: "The figures of this month are better than the figures of last month", I merely give a useless statement. Are we losing less or making more profit? I give too little information.

Written communication can only be effective if we structure the information we want to transmit. Our message should be clear and unambiguous and should contain all the relevant data concerning the subject.

To demonstrate this we will deal with the most complex form of written communication: the report.

## 2. THE REPORT

A report is a tool of communication to inform the reader on a certain subject. The reader must be able to understand the contents of the report and often must be able to take action based on the provided information.

The most common mistake in report writing is that the writer of a report starts writing without sufficient prior thinking. Good report writing requires: "Think first and only then start writing".

Before writing answers should be given to the questions:

- Who will read the report?
- What does the reader already know and what not?
- How to order the materials?



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<p>- Which subjects should be dealt with first and which one next? Only then we can make the table of contents which details our line or argument. The first chapter will explain why the report has been written and will summarize its contents and main conclusions. Detailed conclusions will be described in the last chapter.</p> <p>- Which information should be included in the report and which information in the annexes? Annexes contain information (data and figures) that supports the text, and is too detailed to be included in the main report.</p> <p>Report writing can only start after answering these questions.</p> <p><b>3. REPORT LANGUAGE</b></p> <p>The writer of a report wants to explain something to the reader and therefore must make sure that the reader is interested in the report. The language used in the report influences the interest of the reader. His interest is excited by the use of:</p> <ul style="list-style-type: none"> <li>- Action words: "the meeting decided" is better than "it was decided by the meeting".</li> <li>- Common language: say "bike" instead of "bicycle", "already" instead of "previously" or "building" instead of "edifice".</li> <li>- Short sentences: when a sentence is too long, then break it down into two shorter sentences (small sentences do not mean small thoughts).</li> <li>- Direct language: use "we expect from you" instead of "it is expected from you".</li> </ul> <p><b>4. STEPS IN WRITING A REPORT</b></p> <p>Writing a report is not always easy. Sometimes the structure and format are fixed. But in many instances you have to decide on this. In these instances making a clear structure before you start writing is very helpful.</p> <p>In general one should only start writing the report when a number of preparatory steps have been taken. The most important steps are:</p>	



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Section 4 : H A N D O U T	Page : 03 of 03
<p>1. <u>Define the subject.</u> You should limit your report to a specific subject. And if you make this clear, this will help you in limiting the amount of work that is involved in writing.</p> <p>2. <u>Define the target group.</u> You must make clear for whom you are writing: your superior, the general public, etc. This will help you to decide how much, or in how much detail you will have to explain your message, conclusion, etc.</p> <p>3. <u>Assemble information.</u> You now will have an idea of how much and what kind of information you want to include in your report. This makes it easier to gather the information.</p> <p>4. <u>Read information.</u> You must read all information you have assembled carefully. This will clarify your own ideas about what you have to write.</p> <p>5. <u>Develop structure.</u> The better you know what you want to write, the easier it is to make a good structured report. The structured report. The structure of the report can be found in the table of contents. In fact you can only start writing when you have developed a structure and have jotted down the thoughts, ideas, facts, and the like that are to be treated under the different headings.</p> <p>And then you can start writing your report. You now know what you are going to write, to whom you are going to write, how much you are going to write, and in what order you are going to write. But beware: do not start writing the introduction! Introductions explain what is written in the report, and how it is written. That is why the introduction can only be written once you have completed your report!</p> <p>5. SUMMARY</p> <p>Most reports are written. The message in the report should be clear. Otherwise the receiver will not fully understand what is meant. Therefore reports should be well-structured. The structure is reflected in the table of contents. Reports should also be written in a style that is appropriate for the reader.</p> <p style="text-align: center;">* * *</p>	





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	Edition : 26-02-1985
Annex : VIEWFOILS	Page : 01 of 02
<p data-bbox="354 508 467 539">TITLE :</p> <p data-bbox="1110 508 1208 539">CODE :</p> <p data-bbox="354 603 652 635">1. Report writing</p> <p data-bbox="1110 603 1292 635">OBM 333/V 1</p>	



## **STEPS IN REPORT WRITING :**

- \* Define subject**
- \* Define target group**
- \* Assemble information**
- \* Read information**
- \* Develop structure**

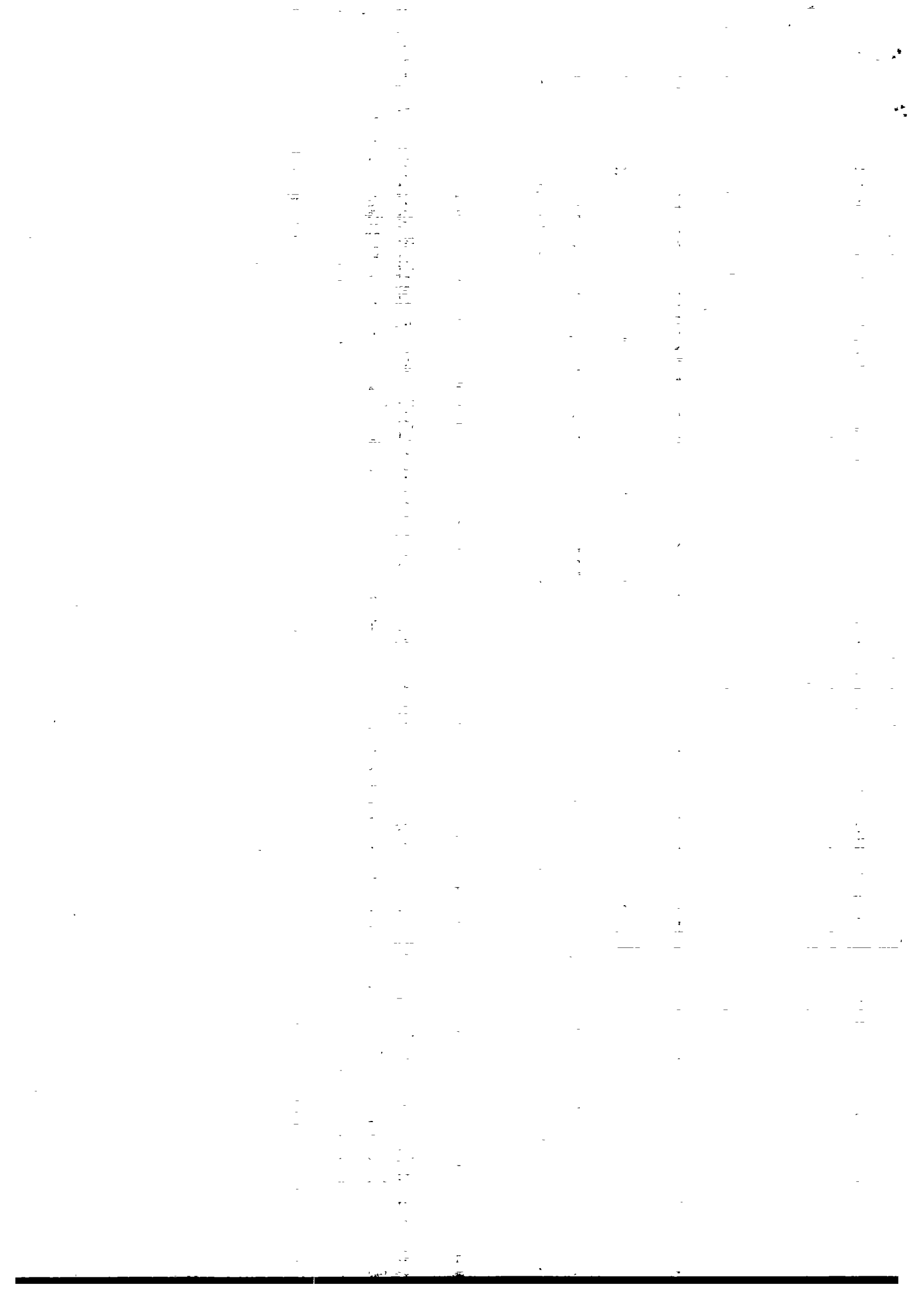
**AND THEN . . . . .**

**START WRITING**





Module : MEETING	Code : OBM 334
	Edition : 03-03-1985
Section 1 : INFORMATION SHEET	Page : 01 of 01/08
Duration :	90 minutes.
Training objectives :	After this session trainees will be able to : - list the three stages of holding a meeting; - summarize the main points of attention in the various stages.
Trainee selection :	- Directorate PDAM/Head BPAM; - Head of Finance & Administration Department; - Head of Technical Department.
Training aids :	- Viewfoils : OBM 334/V 1-4; - Exercise : OBM 334/E 1; - Handout : OBM 334/H 1.
Special features :	-
Keywords :	Meeting.



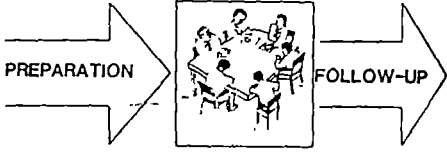
Module : MEETING	Code : OBM 334 Edition : 03-03-1985
Section 2 : SESSION NOTES	Page : 01 of 02
<p>1. Introduction</p> <p><u>Exercise</u> "How to hold a meeting" :</p> <ul style="list-style-type: none"> <li>- Give exercise.</li> <li>- Do exercise.</li> <li>- Discuss results.</li> </ul> <p>2. What is a meeting</p> <ul style="list-style-type: none"> <li>- A meeting is a calculated process of communication with the objective to arrive at conclusions and, if at all possible, to make decisions.</li> <li>- The process of holding a meeting consists of 3 stages :             <ul style="list-style-type: none"> <li>. preparation of the meeting;</li> <li>. the meeting itself;</li> <li>. follow up after the meeting.</li> </ul> </li> </ul> <p>3. Preparation of the meeting</p> <p>Determine the <u>objectives</u> of the meeting. The <u>agenda</u> should contain the <u>main topics</u>, listed consecutively according to their importance.</p> <p>After the formal opening, the minutes of the last meeting should be listed. Questions before closing of the meeting should always be listed at the end.</p> <p>Be aware of the <u>time</u> available for the meeting. The <u>duration</u> should be planned carefully.</p> <p>Assemble all documents to be discussed at the meeting and take care that all necessary information is prepared in time. Choose the <u>location</u> with care if it is not a regular one. Take into consideration the number of those expected to be present and the distance they have to cover to come to the meeting place. The meeting place itself should be as quiet, comfortable etc. as possible.</p>	<p>Give E 1</p> <p>Show V 1 (a-c)</p> <p>Show V 2</p>

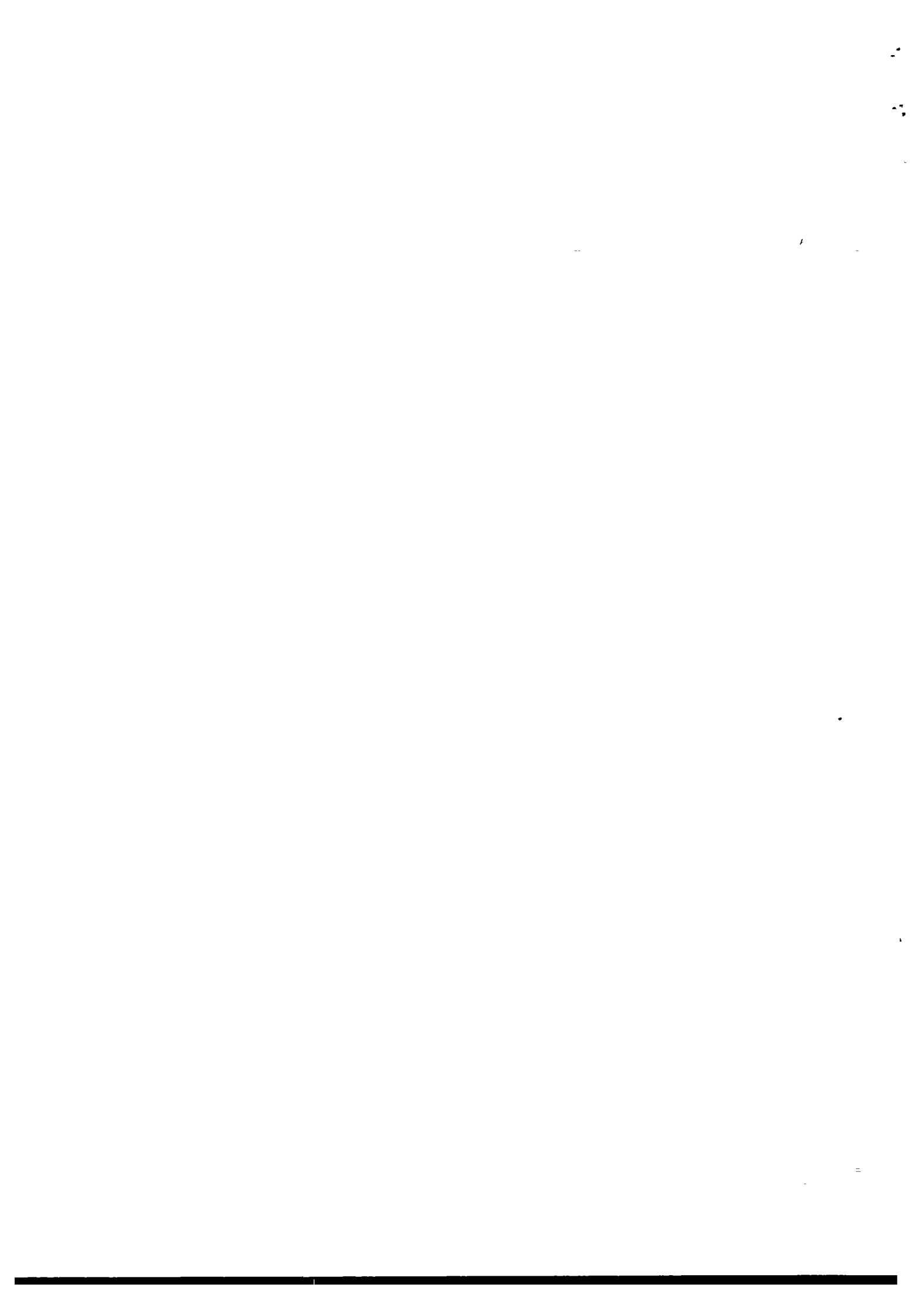




Module : MEETING	Code : OBM 334
Section 2 : S E S S I O N N O T E S	Edition : 03-03-1985
	Page : 02 of 02
<p>Selection of the <u>persons</u> who are to attend the meeting should be based on the expertise, interest and decision making power concerning the topics to be discussed. <u>Invite</u> them in time by sending the agenda and all relevant information.</p> <p>Make arrangements for the <u>minuting</u> of the meeting.</p> <p>4. The meeting itself</p> <p>Set a pleasant <u>atmosphere</u> by your opening remarks.</p> <p>Make sure that everyone present knows the <u>objectives</u> of the meeting and <u>understands</u> what is being said.</p> <p>Do not embarrass, criticize or upset people in front of others and do not tolerate this attitude from others.</p> <p>Inspire people to give their views.</p> <p>Keep discussions focussed on agenda points and summarize the results.</p> <p>Make sure that everyone present knows which actions he should undertake.</p> <p>5. Follow up after the meeting</p> <p>The effectiveness of most meetings is derived from a proper follow-up stage.</p> <p><u>Minutes</u> must be made <u>shortly</u> after the meeting, they must be clear, as short as possible and they must indicate actions to be undertaken and persons responsible for proper execution.</p> <p><u>Send</u> the minutes to all participants as soon as they are ready. Be an example to the others and carry out the activities you promised as soon as possible. This attitude sets a pattern for the next meeting.</p> <p>6. Summary</p> <p>- Refer to exercise.</p>	<p>Show V 3</p> <p>Show V 4</p> <p>Give H 1</p>



Module : MEETING		Code : OBM 334
		Edition : 03-03-1985
Section 3 : TRAINING AIDS		Page : 01 of 01
How to hold a meeting OBM 334/E 1	<p>Holding a meeting OBM 334/V 1 (a-c)</p> <p style="text-align: center;">BEFORE                  DURING                  AFTER</p> <p style="text-align: center;">THE MEETING</p> 	
<p>Preparing a meeting OBM 334/V 2</p> <p style="text-align: center;">PREPARATION OF THE MEETING</p> <ul style="list-style-type: none"> <li>- AGENDA</li> <li>- INFORMATION</li> <li>- DURATION</li> <li>- TIME</li> <li>- LOCATION</li> <li>- PARTICIPANTS</li> </ul>	<p>Conducting a meeting OBM 334/V 3</p> <p style="text-align: center;">DURING THE MEETING</p> <ul style="list-style-type: none"> <li>- INTRODUCTION</li> <li>- OBJECTIVES</li> <li>- ATMOSPHERE</li> <li>- PARTICIPATION</li> <li>- CONCLUSIONS</li> <li>- ACTIONS</li> </ul>	
<p>Follow up a meeting OBM 334/V 4</p> <p style="text-align: center;">AFTER THE MEETING</p> <ul style="list-style-type: none"> <li>- MINUTES</li> <li>- DISTRIBUTION OF THE MINUTES</li> <li>- ACTIONS</li> </ul>	<p>Meeting OBM 334/H 1</p>	





Module : MEETING	Code : OBM 334
	Edition : 03-03-1985
Section 4 : H A N D O U T	Page : 01 of 04

## 1. INTRODUCTION

Meetings take place every day. They range from a 2 minutes consultation during a normal working day to a 4 hours-session for managing directors every 3 months e.g. .

At every occasion it is important to determine what must be discussed : the objectives of the meeting must be attained.

Generally speaking a meeting is a calculated process of communication with the objective to arrive at conclusions and if at all possible, to make decisions.

Although the decision-making point often can not be reached, careful attention should be given to the different stages of the process to hold a meeting :

- Preparation of the meeting.
- The meeting itself.
- Follow up after the meeting.

## 2. PREPARATION OF THE MEETING

Be careful in determining the objectives of the meeting. No more and no less should be attained.

First of all the agenda needs attention. It should contain the main topics of discussion. List the most important ones on top of the others. Be prepared to list the minutes of the last meeting first. They may contain important information. Questions before closing of the meeting should be listed at the end of the agenda. It may take too much time to answer all questions, but the topics can always be listed on the agenda for the next meeting.

In selecting the topics for the agenda you should be aware of the time available for the meeting. Nothing is as frustrating as to have to discuss important matters under stress of time. In other words, you should plan the duration of the meeting.

When thus the agenda has been drawn up, you should take care that all necessary information (reports, notes e.g.) for the meeting is prepared in time.

If the location is not a regular place, you should take into consideration the number of people that are supposed to attend the meeting and the distance they have to cover to come to the meeting place.



Module : MEETING	Code : OBM 334
	Edition : 03-03-1985
Section 4 : H A N D O U T	Page : 02 of 04

Special attention should be given to the meeting place : it should be quiet and comfortable (tables and chairs), not too hot or cold, there should be refreshments if necessary etc.

Last but not least, the persons who are to attend the meeting have to be selected. If the constitution of the group is not a permanent one, based on formal relations, then select the persons to be present on their expertise, interest and decision making power on the subjects to be discussed. Bear in mind that not all persons to be invited, have to attend the whole meeting.

At the end of this stage, you should actually invite the people for the meeting. By sending them well in advance the agenda and all relevant data concerning the main topics, the meeting itself will take as little time as possible. Of course you let them know the date, time (planned duration!) and place set for the meeting.

The preparation stage is concluded by making arrangements for the minuting of the meeting. The person who takes care of that - if not yourself - should be briefed in advance on what has to be recorded and what not.

### 3. THE MEETING

If the preparation thus has been careful enough, there is a good chance for the meeting to pass smoothly without unexpected incidents. However if you are to conduct the meeting yourself, a few important instructions may be useful.

The atmosphere is of course very important. As a chairman of the meeting you have the opportunity to influence the atmosphere by your opening remarks.

Furthermore you have to make sure that everyone present knows the objectives of the meeting and understands what is being said on the various topics. Beware of specialist-terminology!

Try not to embarrass, criticize or upset people in front of the others and take care that nobody else adapts this attitude. Remind yourself that people who remain silent, may have important statements to make. They may be too embarrassed to speak out.

Try to keep the discussions focussed on the agenda-points and check whether all the points have been discussed. Summarize the results of the discussions (decisions made) at the end of each agenda-point and make sure that everyone present knows exactly which actions are expected of him and when they should be undertaken.





Module : MEETING	Code : OBM 334
	Edition : 03-03-1985
Section 4 : H A N D O U T	Page : 03 of 04

#### 4. FOLLOW UP AFTER THE MEETING

Most meetings derive their importance from the effectiveness of the follow-up stage.

First of all make sure that the minutes are made shortly after the meeting. Their quality depends mainly on the memory of the person who makes them. Furthermore they must be clear, as short as possible and they must contain a list of actions to be undertaken, indicating the persons who are responsible for proper execution.

Send the minutes to all participants of the meeting as soon as they are ready. They create a stimulus to undertake the activities agreed upon.

Be an example to the others by carrying into effect the activities you promised to undertake yourself as soon as possible. That concludes a good meeting and sets a pattern for the next one.

#### 5. SUMMARY

Holding a meeting is marked by three stages :

- Preparation.
- Meeting (conduction).
- Follow up.

Preparation includes :

- Drafting an agenda.
- Preparing information.
- Planning duration.
- Setting time and place.
- Inviting people to attend.

The meeting itself is influenced by :

- The atmosphere.
- The participation and involvement of the people present.
- The effectiveness of the chairman.

Follow up stands for :

- Making minutes.
- Taking actions as agreed upon.



Module : MEETING	Code : OBM 334
Section 4 : H A N D O U T (Exercise)	Edition : 03-03-1985
Page : 04 of 04	
<p data-bbox="252 546 823 576"><b>Duration:</b> 30 minutes.</p> <p data-bbox="252 641 1414 732"><b>Task:</b> You are instructed by the Director to prepare the agenda for the meeting and to invite the participants to the meeting.</p> <p data-bbox="252 798 1414 979"><b>Explanation:</b> The Water Enterprise of ..... prepared a draft budget for the new financial year. The budget has been approved by the management of the enterprise and should now be discussed with the members of the Supervisory Board.</p> <p data-bbox="794 1045 879 1075">* * *</p>	



Module : MEETING	Code : OBM 334
Annex : VIEWFOILS	Edition : 03-03-1985
TITLE :	CODE :
1. Holding a meeting	OBM 334/V 1
2. Preparing a meeting	OBM 334/V 2
3. Conducting a meeting	OBM 334/V 3
4. Follow up a meeting	OBM 334/V 4

1

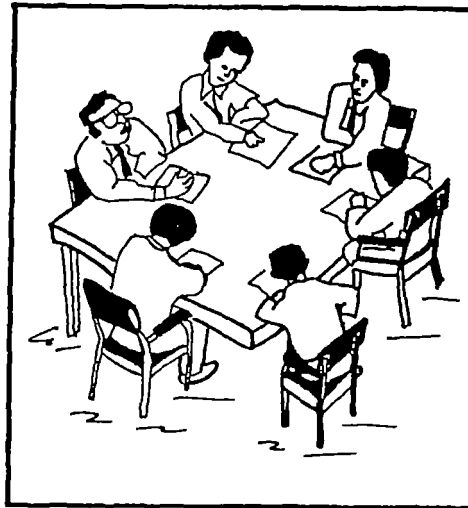
**BEFORE**

**DURING**

**AFTER**

**THE MEETING**

**PREPARATION**



**FOLLOW-UP**





# PREPARATION OF THE MEETING

- AGENDA
- INFORMATION
- DURATION
- TIME
- LOCATION
- PARTICIPANTS



## **DURING THE MEETING**

- INTRODUCTION**
- OBJECTIVES**
- ATMOSPHERE**
- PARTICIPATION**
- CONCLUSIONS**
- ACTIONS**



## AFTER THE MEETING

- MINUTES
- DISTRIBUTION  
OF THE MINUTES
- ACTIONS

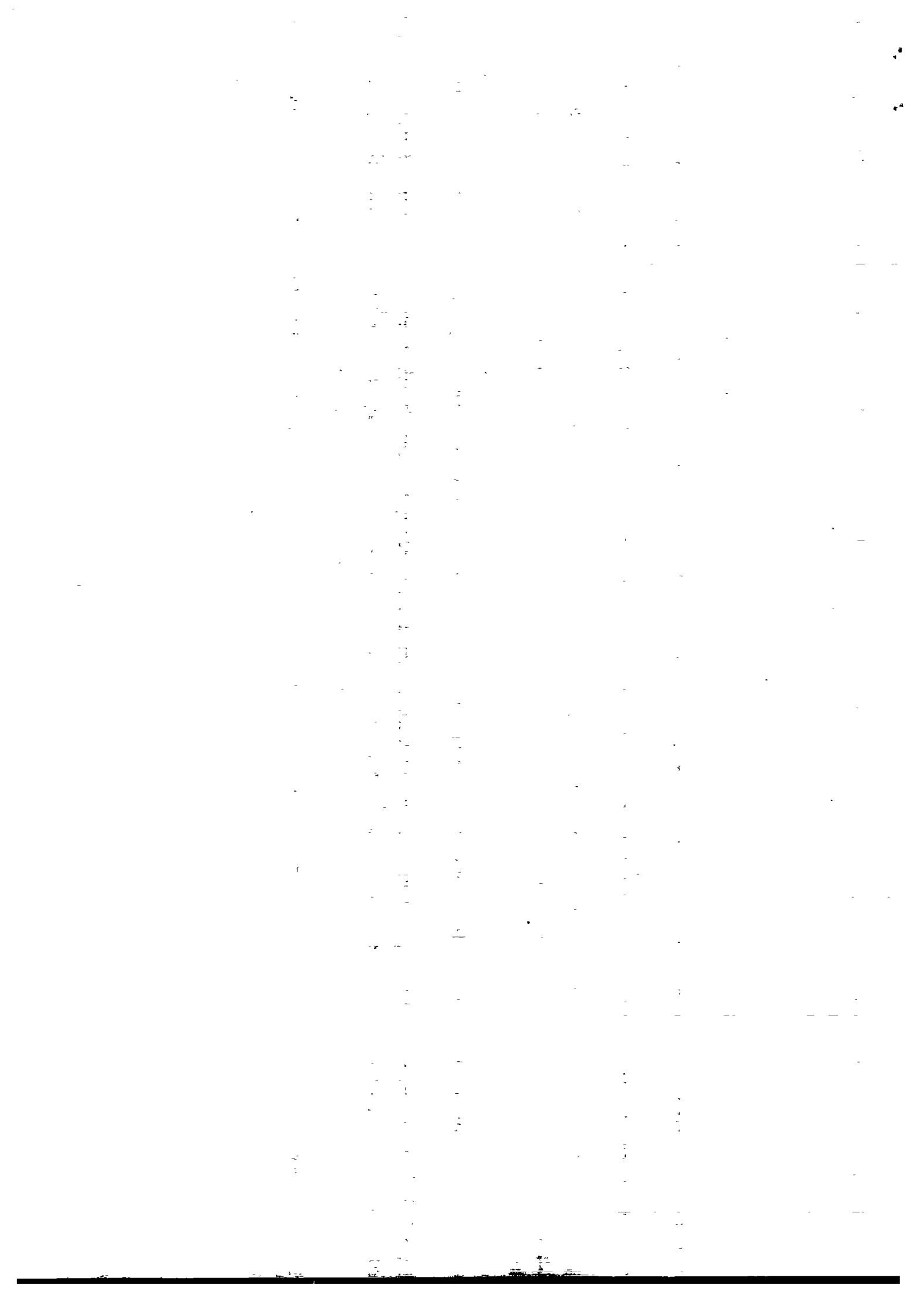




Module : CONTROLLING	Code : OBM 400
	Edition : 26-02-1985

Section 1 : INFORMATION SHEET	Page : 01 of 01/08
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Duration :	45 minutes.
Training objectives :	After this session the trainees will be able to: <ul style="list-style-type: none"><li>- recite 4 steps in controlling;</li><li>- list important control points in water enterprise operations;</li><li>- explain the necessity of performance standards.</li></ul>
Trainee selection :	<ul style="list-style-type: none"><li>- Director PDAM/Head BPAM;</li><li>- Head of Technical Department;</li><li>- Head of Finance &amp; Administration Department.</li></ul>
Training aids :	<ul style="list-style-type: none"><li>- Viewfoils: OBM 400/V 1-2 (a-f);</li><li>- Handout : OBM 400/H 1.</li></ul>
Special features :	-
Keywords :	Controlling/performance standards.





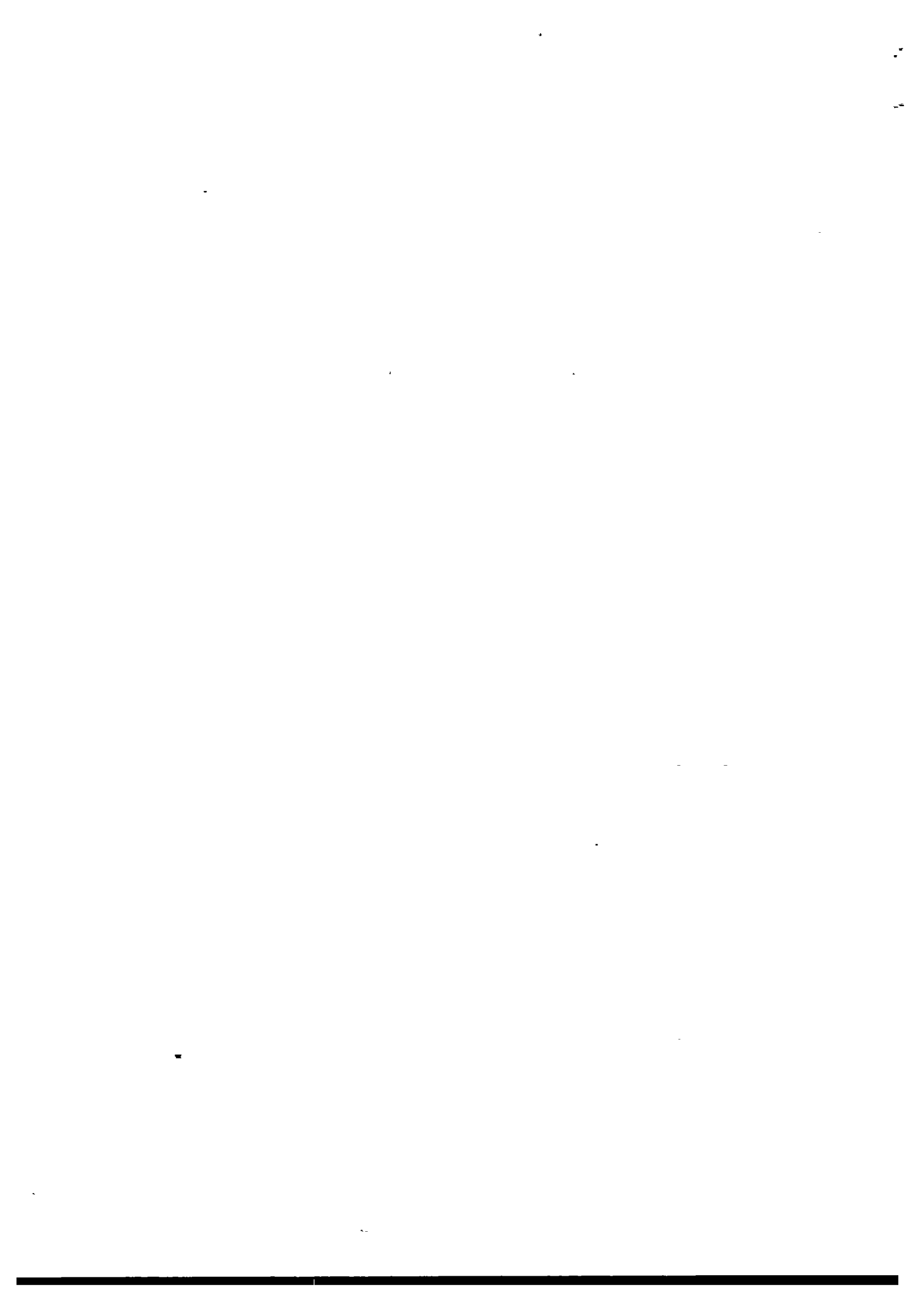
Module : CONTROLLING	Code : OBM 400
	Edition : 26-02-1985
Section 2 : SESSION NOTES	Page : 01 of 02
<p>1. Introduction</p> <ul style="list-style-type: none"> <li>- Definition of controlling.</li> </ul> <p>2. Steps in controlling</p> <ul style="list-style-type: none"> <li>- Example: <ul style="list-style-type: none"> <li>. plan: installation of 1.200 connections;</li> <li>. actual performance end February: 150;</li> <li>. deviation: 50 connections.</li> </ul> </li> <li>- Possible reasons for delay: <ul style="list-style-type: none"> <li>. lack of staff;</li> <li>. lack of work supervision;</li> <li>. lack of materials;</li> <li>. delay in design making.</li> </ul> </li> <li>- Corrective actions: <ul style="list-style-type: none"> <li>. to employ a new labour gang;</li> <li>. more frequent supervision;</li> <li>. improved supply of materials;</li> <li>. recruitment of new house surveyor.</li> </ul> </li> <li>- Four steps in controlling: <ul style="list-style-type: none"> <li>. assess actual performance;</li> <li>. compare with plan;</li> <li>. take corrective action(s);</li> <li>. if the plan is not feasible, change plan.</li> </ul> </li> </ul> <p>3. Performance standards</p> <ul style="list-style-type: none"> <li>- Performance standards specify norms of required performance.</li> <li>- Through standards enterprise staff know what is expected of them.</li> <li>- Standards are used for comparing actual performance with planned performance.</li> <li>- Standards are set by: <ul style="list-style-type: none"> <li>. managers</li> <li>. local/central authorities.</li> </ul> </li> </ul>	<p>Show V 1</p> <p>Show V 2 (a-f)</p>



Module : CONTROLLING	Code : OBM 400
	Edition : 26-02-1985
Section 2 : SESSION NOTES	Page : 02 of 02
<p>- Examples of performance standards:</p> <ul style="list-style-type: none"> <li>. water quality;</li> <li>. maintenance of supply system;</li> <li>. billing operations;</li> <li>. debtors management;</li> <li>. unaccounted for water;</li> <li>. financial reporting;</li> <li>. cash audits;</li> <li>. new connections.</li> </ul> <p>4. Enterprise needs clear performance standards</p> <p>- Example:</p> <ul style="list-style-type: none"> <li>. Head of Fin./Admin. Department supposes: disconnection after three months of non-payment;</li> <li>. Director's standard: after two months of non-payment;</li> <li>. Conflict caused by unclear standard.</li> </ul> <p>5. Summary</p> <p>To control performance, standards are required. The major steps in controlling are:</p> <ol style="list-style-type: none"> <li>1. Assessment of actual performance;</li> <li>2. Comparison of performance against plan/standard;</li> <li>3. Corrective action, if necessary, and/or</li> <li>4. Adaptation of plan.</li> </ol>	<p>Use whiteboard</p> <p>Give H 1</p>



Module : CONTROLLING		Code : OBM 400
		Edition : 26-02-1985
Section 3 : TRAINING AIDS		Page : 01 of 01
Definition of controlling OBM 400/V 1  <p style="text-align: center;">CONTROLLING is seeing whether activities have been carried out according to plan and if not to take the necessary action to guarantee plan realisation</p>	Steps in controlling OBM 400/V 2 (a-f)  <p style="text-align: center;">HOW TO CONTROL...</p> <pre> graph TD     A[assess actual performance] --&gt; B[compare with plan]     B --&gt; C[change plan]     C --&gt; D[take corrective action]     D --&gt; A         </pre>	
	Controlling	OBM 400/H 1





Module : CONTROLLING	Code : OBM 400
	Edition : 26-02-1985
Section 4 : H A N D O U T	Page : 01 of 04

## 1. INTRODUCTION

Controlling is to see whether the operations are carried out according to plan and if this is not the case, to take the necessary corrective actions to guarantee the realisation of the plan. Planning without controlling is useless.

## 2. STEPS IN CONTROLLING

For 1982 PDAM Tegal plans to make 1.200 new house connections at a rate of 100 connections per month (standard).

At the end of February the manager checks how many new houses have been connected to the system :  
150 houses (a delay of 50 connections).

With his staff the manager analyses the reasons for the delay.

Reasons could be:

- Lack of labour.
- Lack of work supervision.
- Lack of materials.
- Delays in design making.

Now the manager could undertake one or several of the following corrective actions:

- Employ a new labour gang.
- Supervise the work more frequently.
- Improve the supply of materials.
- Employ an additional house surveyor to speed up design making.

What did the manager do ?

Step 1: He assessed the actual performance (150 new connections).

Step 2: He compared the actual performance with the plan (a delay of 50 new connections) and identified the reasons for delay.

Step 3: He took the necessary corrective actions to ensure plan realisation.

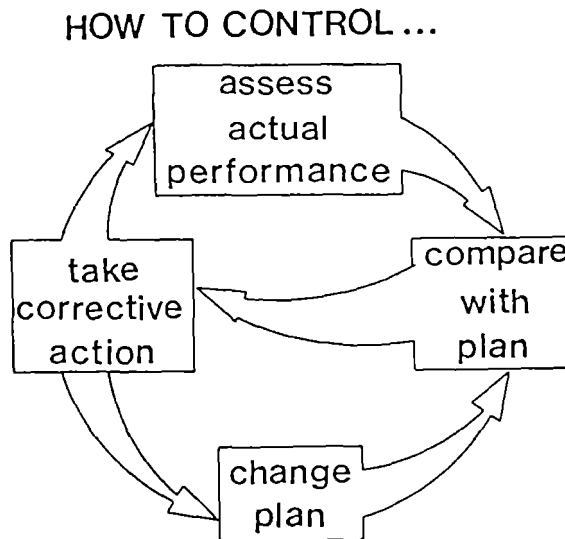
Step 4: When corrective actions will not lead to realization of the plan, then the plan is not feasible and must be changed.





Module : CONTROLLING	Code : OBM 400
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Section 4 : H A N D O U T	Page : 02 of 04

This is illustrated below.



### 3. PERFORMANCE STANDARDS

To control water enterprise operations effectively, the enterprise should develop clear performance standards.

These standards specify the norms of required performance. Through performance standards enterprise staff know in detail what is expected of them. These standards also serve as a basis for comparing actual performance with planned performance.

Performance standards are set by the manager(s) of the enterprise or are imposed by central or local authorities. Performance standards concern the major operations of the enterprise. So there are many different performance standards. Examples are:

#### WATER QUALITY

Detailed standards for water quality which should comply with the standards of the Ministry of Public Health. The standards should also specify at what intervals water quality should be checked (e.g. once per 24 hours, once per week).

#### MAINTENANCE OF SUPPLY SYSTEM

These standards specify what maintenance activities must be carried out per day, week, month, and year.



Module : CONTROLLING	Code : OBM 400
	Edition : 26-02-1985
Section 4 : H A N D O U T	Page : 03 of 04

#### BILLING OPERATIONS

Standards specify before which date bills should be sent to customers and before which date bills should be collected.

#### DEBTORS MANAGEMENT

The standard may specify the acceptable level of debtors portfolio (% of the turnover).

#### UNACCOUNTED FOR WATER

This standard specifies the acceptable level for unaccounted water use. Above this level department heads must take action, e.g. leakage control, check metering, search for illegal connections.

#### FINANCIAL REPORTING

This standard specifies which reports should be prepared before what date by the Finance Department.

#### CASH AUDITS

The standard may specify at what intervals cash audits should be carried out.

#### NEW CONNECTIONS

This standard may specify the acceptable time span between the registration of an application and the installation of a new connections (e.g. 5 weeks).

Managers of the enterprise must exercise close supervision on enterprise operations, check whether performance standards are met. If this is not the case they must take the necessary corrective actions to guarantee that enterprise operations are carried out according to standards.



Module : CONTROLLING	Code : OBM 400
	Edition : 26-02-1985
Section 4 : H A N D O U T	Page : 04 of 04

#### 4. THE ENTERPRISE NEEDS CLEAR PERFORMANCE STANDARDS

##### EXAMPLE

The Head of the Finance and Administration Department supposes that only after a period of three months of non-payment, consumers must be disconnected from the supply system. The director, however, wants that consumers be disconnected after two months of non-payment.

The director controls the list of receivables of the enterprise and finds out that a consumer who did not pay during the last nine weeks, has not yet been disconnected. The director gives a reprimand to the department head. The department head feels the reprimand to be unjustified and therefore he is disappointed.

The cause of the conflict is that the director's standard for disconnecting is insufficiently clear to the Head of the Finance and Administration Department. He does not know clearly when to do what.

Managers are responsible for making the plans of the organisation and setting the standards for work performance. Staff of the enterprise are responsible for realisation of enterprise plans.

#### 5. SUMMARY

To control performance effectively, standards are required. Without standards it is not possible to check whether targets/objectives/plans are realized. Controlling always consists of three, and sometimes of four steps:

1. Assessing actual performance.
2. Comparing performance against plan/standard.
3. Taking corrective actions (if required).
4. Adapting plan (if required).

\* \* \*



Module : CONTROLLING	Code : OBM 400
Annex : VIEWFOILS	Edition : 26-02-1985
Page : 01 of 03	
<p>TITLE :</p> <ol style="list-style-type: none"> <li>1. Definition of controlling</li> <li>2. Steps in controlling</li> </ol>	<p>CODE :</p> <p>OBM 400/V 1</p> <p>OBM 400/V 2</p>





# **CONTROLLING**

**is**

**seeing whether activities**

**have been carried out**

**according to plan**

**and if not**

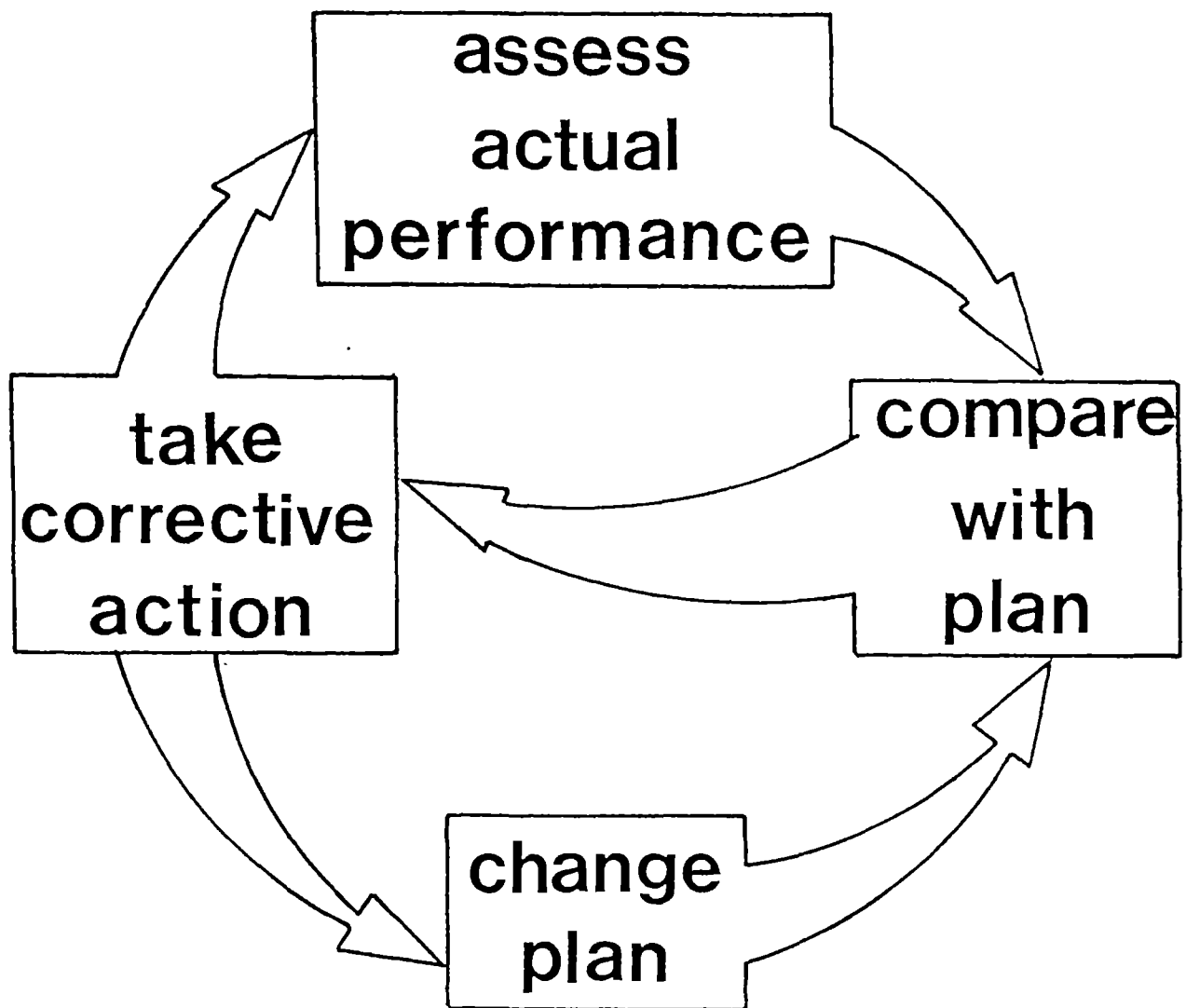
**to take the necessary action**

**to guarantee plan realisation**

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# HOW TO CONTROL ...







Module : INTRODUCTION TO OFFICE MANAGEMENT	Code : OBM 650
	Edition : 08-04-1985
Section 1 : INFORMATION SHEET	Page : 01 of 01/06

Duration :	45 minutes.
Training objectives :	After this session the trainees will be able to: - explain the functions of the office; - list the main administrative procedures; - recite the duties of the office manager.
Trainee selection	- Director PDAM/Head BPAM; - Head of Technical Department; - Head of Administration & Finance Department.
Training aids	- Viewfoils : OBM 650/V 1-4; - Handout : OBM 650/H 1.
Special features	-
Keywords	Office management.

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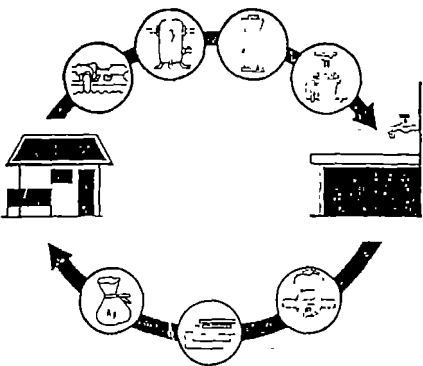
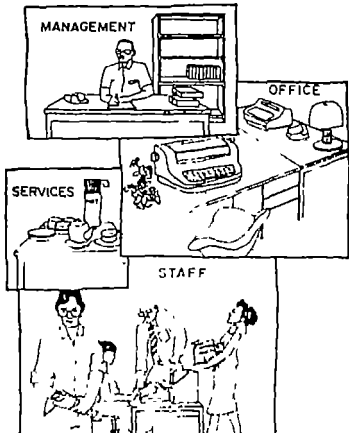
Module : INTRODUCTION TO OFFICE MANAGEMENT	Code : OBM 650
	Edition : 08-04-1985
Section 2 : SESSION NOTES	Page : 01 of 02
<p>1. Introduction</p> <p>Two flows in water enterprise operations:</p> <ul style="list-style-type: none"> <li>- water from source to consumer;</li> <li>- money from consumer to enterprise.</li> </ul> <p>Activities concerning water flow (outside office):</p> <ul style="list-style-type: none"> <li>- excavating;</li> <li>- connection making;</li> <li>- valve operations;</li> <li>- water treatment.</li> </ul> <p>Activities concerning money flow (inside office):</p> <ul style="list-style-type: none"> <li>- billing;</li> <li>- revenue collection;</li> <li>- customer relations;</li> <li>- bookkeeping;</li> <li>- financial reporting.</li> </ul> <p>2. Office of the water enterprise is:</p> <ul style="list-style-type: none"> <li>- <u>Centre</u> for customers; they get their bills from the office and they go there for complaints, applications for new connections, payments e.g;</li> <li>- <u>Wheelhouse</u> for the organisation: enterprise operations are planned, organised, directed and controlled from the office. Therefore the director needs information he gets from recorded and processed data, calculations, files, etc.</li> </ul> <p>3. Procedures</p> <p>Procedures describe the flow of work through the enterprise. All activities are recorded on forms to be passed from one employee to another. This means cooperation.</p> <p>Examples of administrative procedures are:</p> <ul style="list-style-type: none"> <li>- bill preparation and collection;</li> </ul>	<p>Show V 1</p> <p>Explain using whiteboard</p> <p>List procedures on whiteboard</p>





Module : INTRODUCTION TO OFFICE MANAGEMENT	Code : OBM 650
	Edition : 08-04-1985
Section 2 : S E S S I O N N O T E S	Page : 02 of 02
<ul style="list-style-type: none"> <li>- installation of new connections;</li> <li>- material procurement;</li> <li>- salary payment;</li> <li>- petty cash operations.</li> </ul> <p>4. It is the duty of managerial staff to:</p> <ul style="list-style-type: none"> <li>- Instruct and supervise office employees;</li> <li>- Coordinate their activities;</li> <li>- Motivate staff.</li> </ul> <p>5. Duty of the office manager</p> <p>Administrative and managerial staff in the office need working spots and necessary tools to do their job. Therefore the office manager has to make sure that there is:</p> <ul style="list-style-type: none"> <li>- an efficient office lay-out;</li> <li>- well cleaned working spots and regular maintenance of building and equipment;</li> <li>- adequate supply of equipment and stationary;</li> <li>- a pleasant working climate;</li> <li>- an adequate supply of general services.</li> </ul>	<p>List on whiteboard</p> <p>Distribute H 1</p>



Module : INTRODUCTION TO OFFICE MANAGEMENT	Code : OBM 650
Section 3 : TRAINING AIDS	Edition : 08-04-1985
<p>Flows in the water enterprise OBM 650/V 1</p> 	<p>Administrative procedures OBM 650/V 2</p> <p>ADMINISTRATIVE ACTIVITIES CARRIED OUT ACCORDING PROCEDURES FOR</p> <ul style="list-style-type: none"> <li>- Bill preparation and collection</li> <li>- Installation of new connections</li> <li>- Material procurement</li> <li>- Salary payment</li> <li>- Petty cash operations</li> <li>- Etc</li> </ul>
<p>Management's duty OBM 650/V 3</p> <p>MANAGEMENT'S DUTY :</p> <ul style="list-style-type: none"> <li>- INSTRUCT &amp; SUPERVISE OFFICE EMPLOYEES</li> <li>- COORDINATE ACTIVITIES</li> <li>- MOTIVATE STAFF</li> </ul>	<p>Working climate elements OBM 650/V 4</p> 
	<p>Introduction to office management OBM 650/H 1</p>





Module : INTRODUCTION TO OFFICE MANAGEMENT	Code : OBM 650
	Edition : 08-04-1985
Section 4 : H A N D O U T	Page : 01 of 02

## 1. INTRODUCTION

Water enterprise operations consist of two flows:

- water from the source to the consumer;
- money from the consumer to the enterprise.

To have a regular supply of water and a regular flow of money, a wide variety of activities has to be carried out. Some activities, such as excavating, connection making, valve operations, and treatment operations are carried out outside the office of the enterprise and others, such as billing, revenues collection, customer relations, bookkeeping and financial reporting, inside the office.

### The office of the water enterprise

The office is the centre of the water enterprise. Customers get their water bills from the office, and they go to the office for payment. Applications for new connections are made in the office and consumers go to the office to report on leakages or to make complaints.

The office is also the wheelhouse of the enterprise. From the office, the director, together with the department heads, manages the operations of the enterprise. For this he needs information. In the office, staff of the enterprise record and process data, make calculations and keep books and files in order to provide the director with the necessary information to plan and control enterprise operations.

### Administrative procedures in the office

Different people work in the office. They carry out different jobs. Their activities are interrelated and a good result can only be achieved through combined efforts: they must cooperate.

The vast majority of administrative activities are carried out according to procedures. There are procedures for:

- bill preparation and collection;
- installation of new connections;
- material procurement;
- salary payment;
- petty cash operations.



Module : INTRODUCTION TO OFFICE MANAGEMENT	Code : OBM 650
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Section 4 : H A N D O U T	Page : 02 of 02

Procedures describe the flow of work through the enterprise.

In procedures extensive use is made of forms. All activities are recorded on forms and they are handed over from one employee to another.

According to the Buku Pedoman Pelaksanaan Sistem Akuntansi Perusahaan Air Minum a total of 51 different forms are used in water enterprise operations.

## 2. MANAGERIAL STAFF

Staff of the enterprise must know what is expected of them. They have to be instructed. Employees do not work independently, but have to cooperate. Their activities must be coordinated; for this good communication between employees is required. Employees must be motivated to do a good job. Finally their performance must be supervised. The director, department head, and section heads must:

- instruct and supervise sub-ordinates;
- coordinate their activities;
- motivate staff.

## 3. OFFICE MANAGER

Administrative and managerial staff work in the office of the enterprise. They need working-spots and the necessary tools to do their job.

The office manager must ensure that the administrative and managerial staff can do their work. He has to make sure that there is:

- an efficient lay-out of the office;
- an adequate supply of office equipment and stationary;
- a pleasant working climate;
- an adequate supply of general services.

Managerial staff is responsible for the daily activities of enterprise staff. It is the office manager's duty to keep the working space cleaned and well maintained and to make sure that the necessary equipment and office supplies are available.

\* \* \*

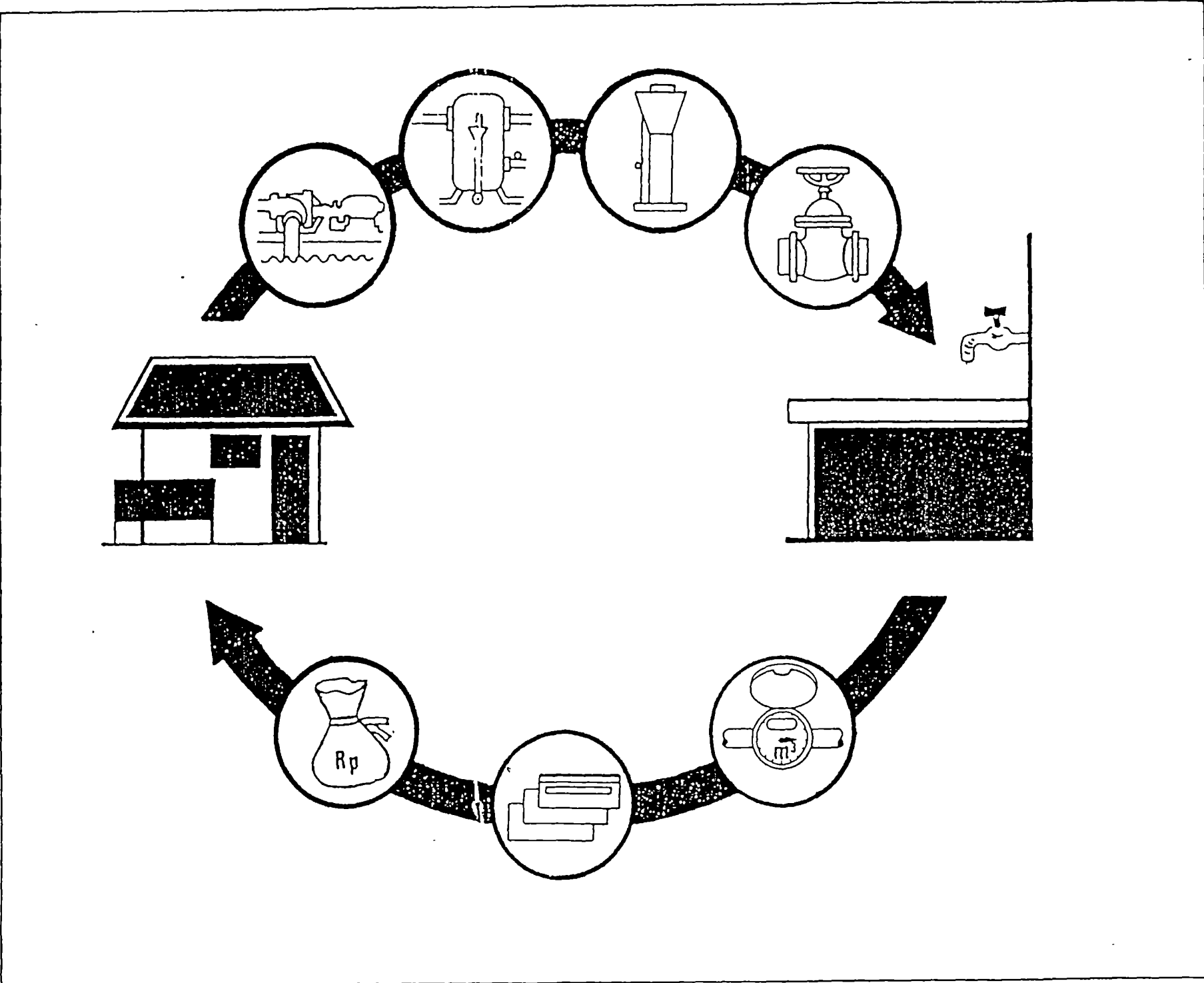




Module : INTRODUCTION TO OFFICE MANAGEMENT	Code : OBM 650
	Edition : 08-04-1985
Annex : VIEWFOILS	Page : 01 of 05

TITLE :	CODE :
1. Flows in the water enterprise	OBM 650/V 1
2. Administrative procedures	OBM 650/V 2
3. Management's duty	OBM 650/V 3
4. Working climate elements	OBM 650/V 4







**ADMINISTRATIVE ACTIVITIES CARRIED OUT  
ACCORDING PROCEDURES FOR**

- Bill preparation and collection**
- Installation of new connections**
- Material procurement**
- Salary payment**
- Petty cash operations**
- Etc**

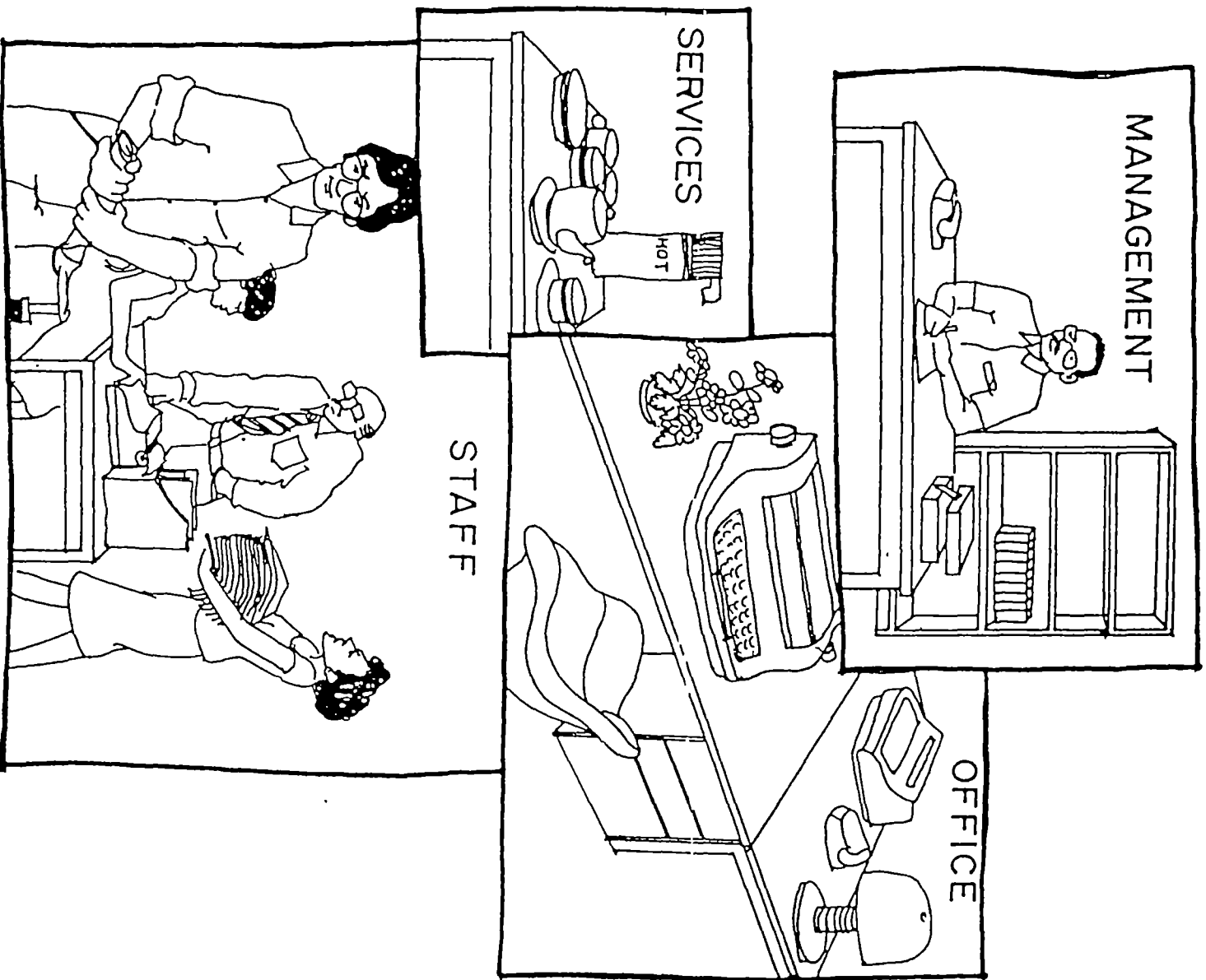


## MANAGEMENT'S DUTY :

- INSTRUCT & SUPERVISE OFFICE EMPLOYEES
- COORDINATE ACTIVITIES
- MOTIVATE STAFF







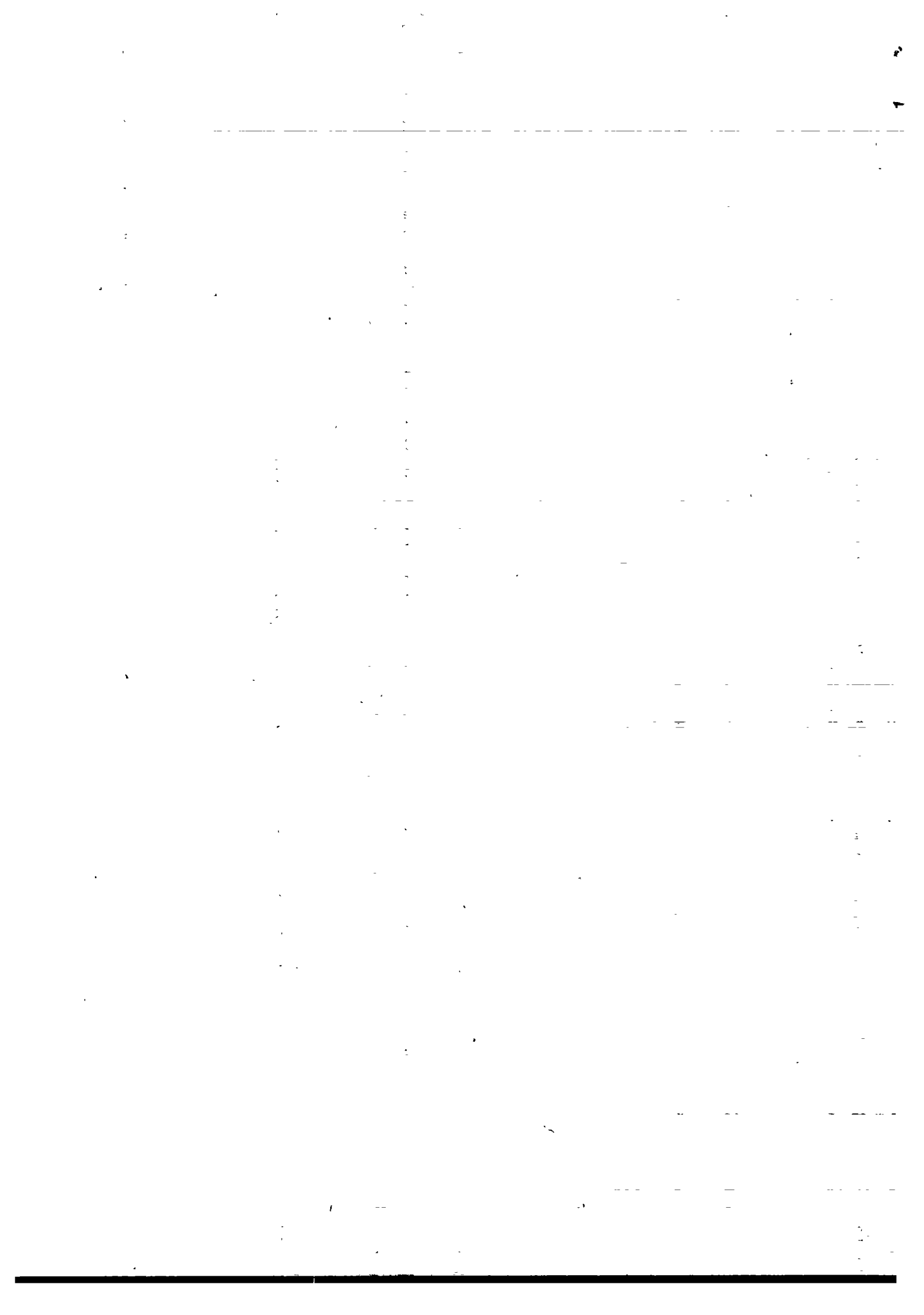




Module : FILING	Code : OBA 110
	Edition : 26-02-1985

Section 1 : INFORMATION SHEET	Page : 01 of 01/07
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Duration :	45 minutes.
Training objectives :	After this session trainees will be able to: <ul style="list-style-type: none"><li>- recite what should be indicated at the back of box-files and why;</li><li>- explain the use of fly-leaves;</li><li>- tell the difference between forms concerning current affairs and forms on settled matters;</li><li>- explain why forms on settled matters should be removed from every days' working spots.</li></ul>
Trainee selection :	<ul style="list-style-type: none"><li>- Director, PDAM/Head BPAM;</li><li>- Head of Finance &amp; Administration Department;</li><li>- Head of Section General Administration &amp; Personnel;</li><li>- Head of Section Bookkeeping &amp; Billing;</li><li>- Head of Section Cash &amp; Receipts;</li><li>- Head of Section Consumer Relations.</li></ul>
Training aids :	<ul style="list-style-type: none"><li>- Viewfoils: OBA 110/V 1-6;</li><li>- Handout : OBA 110/H 1.</li></ul>
Special features :	To be given after module: OEA 001 Office equipment.
Keywords :	Filing/box-files.



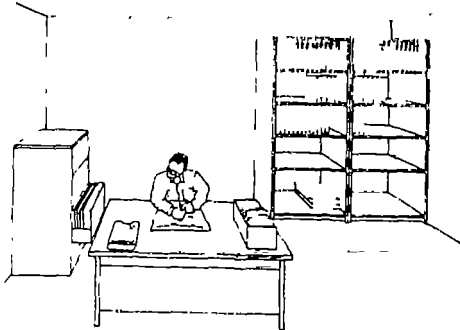
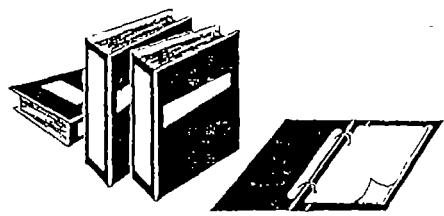
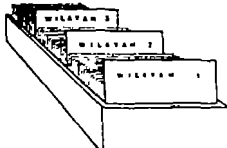



Module : FILING	Code : OBA 110
	Edition : 26-02-1985
Section 2 : S E S S I O N N O T E S	Page : 01 of 01
<p>1. Introduction</p> <p>Refer to filing equipment (box-files, card boxes, form trays) in module "Office equipment."</p> <p>2. Need for filing</p> <p>To have necessary information at hand, the large number of forms used in the administrative system of the water enterprise, must be filed.</p> <p>3. How to file</p> <ul style="list-style-type: none"> <li>- At the back of each box-file, a record should be kept of the contents (forms). Fly-leaves facilitate the retrieval of information from files.</li> <li>- Demonstrate on basis of actual filing materials, by letting participants retrieve information from filing cabinet.</li> <li>- Discuss results.</li> <li>- Contents of files should be divided in: <ul style="list-style-type: none"> <li>. forms on current matters;</li> <li>. forms on settled matters.</li> </ul> </li> </ul> <p>Forms on current matters should be readily at hand to the employee who uses these forms.</p> <p>Forms containing settled matters should be filed in the archives of the enterprise. If there is no differentiation between forms on settled and current matters, it is often very difficult to trace the forms on current matters.</p> <p>4. How not to file</p> <ul style="list-style-type: none"> <li>- Files must be accessible.</li> </ul> <p>5. Summary</p>	<p>Show V 1</p> <p>Show V 2 and samples</p> <p>Show V 3 and samples</p> <p>Show V 4</p> <p>Use whiteboard</p> <p>Show V 5-6</p> <p>Give H 1</p>

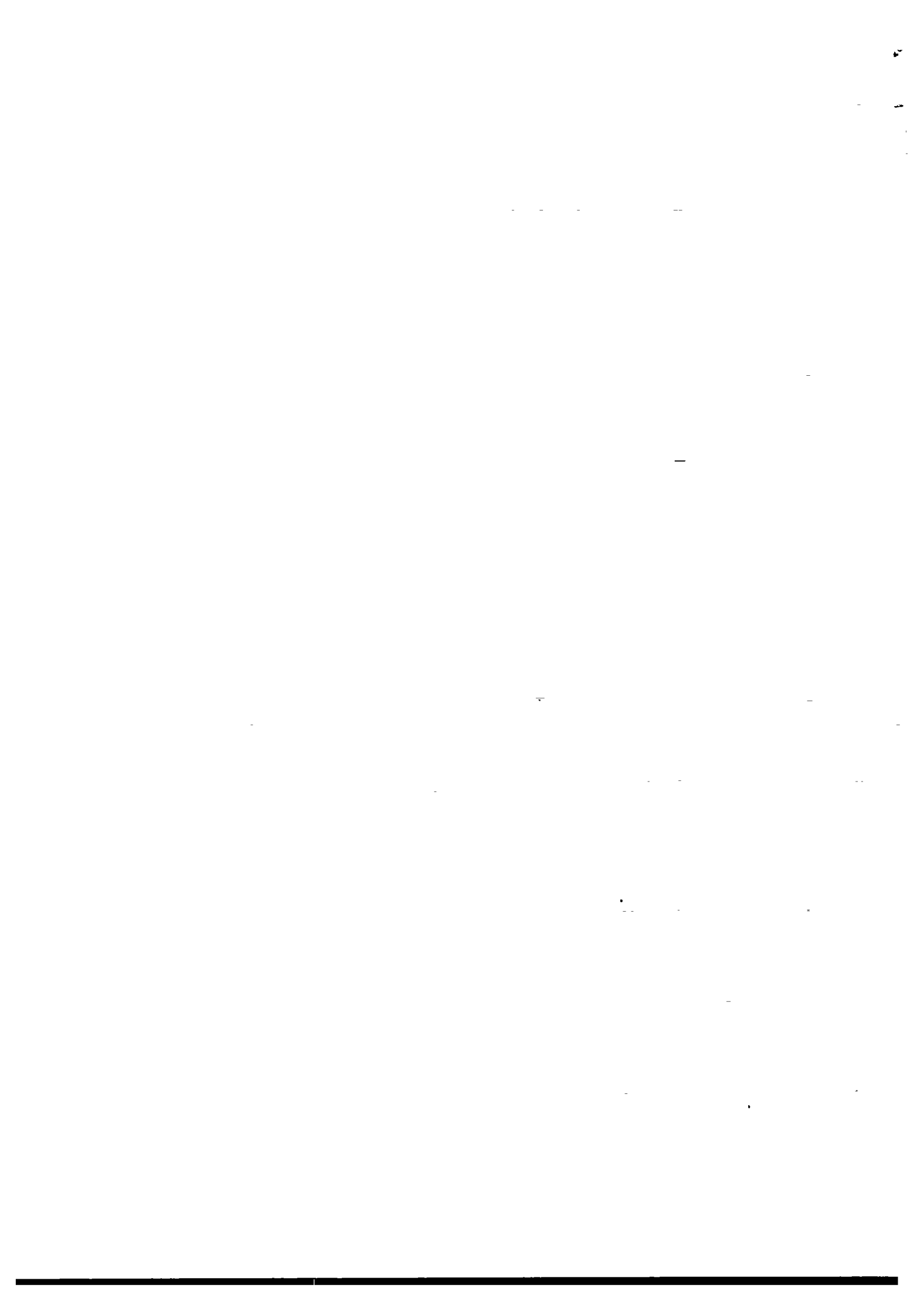
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Module : FILING		Code : OBA 110
		Edition : 26-02-1985
Section 3 : TRAINING AIDS		Page : 01 of 02
Filing equipment OBA 110/V 1	Filing folder OBA 110/V 2	
		
Information on folder OBA 110/V 3	Fly leaf OBA 110/V 4	
<p>INFORMATION ON BACK OF FILE</p> <ul style="list-style-type: none"> <li>• Period</li> <li>• Subject</li> <li>• Sequential number</li> <li>• Department /section</li> <li>• Area</li> <li>•</li> </ul>	 	
Files must be up-to-date OBA 110/V 5	How not to file OBA 110/V 6	
		





Module : FILING	Code : OBA 110
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Section 3 : TRAINING AIDS	Page : 02 of 02
	Filing OBA 110/H 1





Module : FILING	Code : OBA 110
	Edition : 26-02-1985
Section 4 : H A N D O U T	Page : 01 of 03

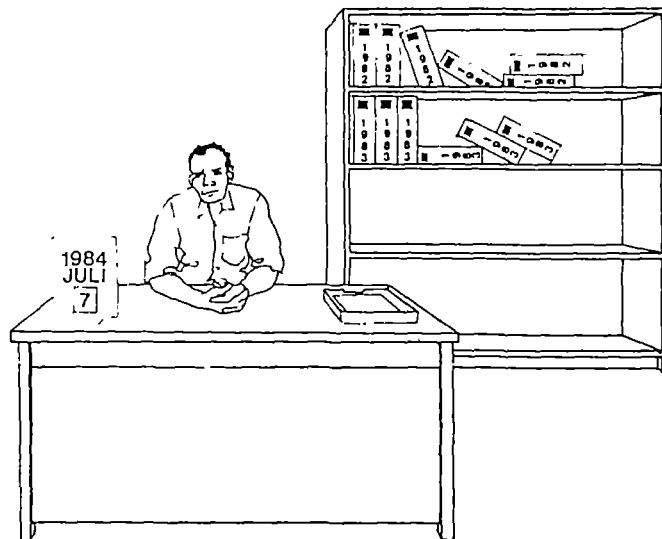
## 1. INTRODUCTION

Considering the large number of forms used in the administrative system of a water enterprise, an effective filing system is essential. In the absence of such a system, data may be available somewhere in the office of the enterprise, but, due to bad filing, untraceable.

Then the management of the enterprise does not have the necessary information at hand to plan and control enterprise operations.

## 2. BOX-FILES

There are many box-files in the water enterprise. They all contain different forms. To facilitate the collection of information from files, it is necessary that on the back of each file a record is kept of the forms kept in it. This information must be clear and up to date. The information required on the back is illustrated below.



Individual employees often know exactly which information can be found in which file. This in spite of the fact that nothing has been indicated on the back of the file or that indications do not correspond anymore with the actual contents of the file.

However, files are not used by one employee, but by various employees.

Through incomplete information at the backs of files other employees might be unable to trace the information they need.



Module : FILING	Code : OBA 110
	Edition : 26-02-1985
Section 4 : H A N D O U T	Page : 02 of 03

### 3. FLY-LEAVES

Files are often completely filled up with forms. When you look inside the file you see a big bunch of papers and it is difficult to find the information needed. Usually this collection can be subdivided. Customers cards can also be grouped according to districts and streets. Debtors lists can be grouped according to customers categories or by months. Through subdivision of forms into groups and through placing fly-leaves between these groups, the retrieval of information from files is facilitated. Fly-leaves can also be used in card-boxes.

### 4. UPDATING OF FILES

Forms in the water enterprise should be divided into:

- Forms which concern current matters; examples are:
  - . non-paid bills;
  - . debtors records;
  - . applications for house connections.
- Forms which concern settled matters; examples are:
  - . paid bills;
  - . completed applications.

At some stage all forms in the enterprise concern current matters. The forms should be readily available and therefore they should be filed close to the employee who works with the forms.

However, after some time current affairs become settled matters: the bill is paid, or the house connection completed. Now the forms which previously contained information on current matters, contain information on settled matters. This information should remain available in the enterprise, but it is not necessary to file this information within reach of the employees.

Files should be updated, that is to say that forms containing information on settled matters are removed from the files and are filed in the archives of the enterprise.

Too often, the files close to the employees contain many forms concerning settled matters. Because of that it is difficult or impossible to trace the forms concerning current matters. Forms containing settled matters are to be stored in archives.

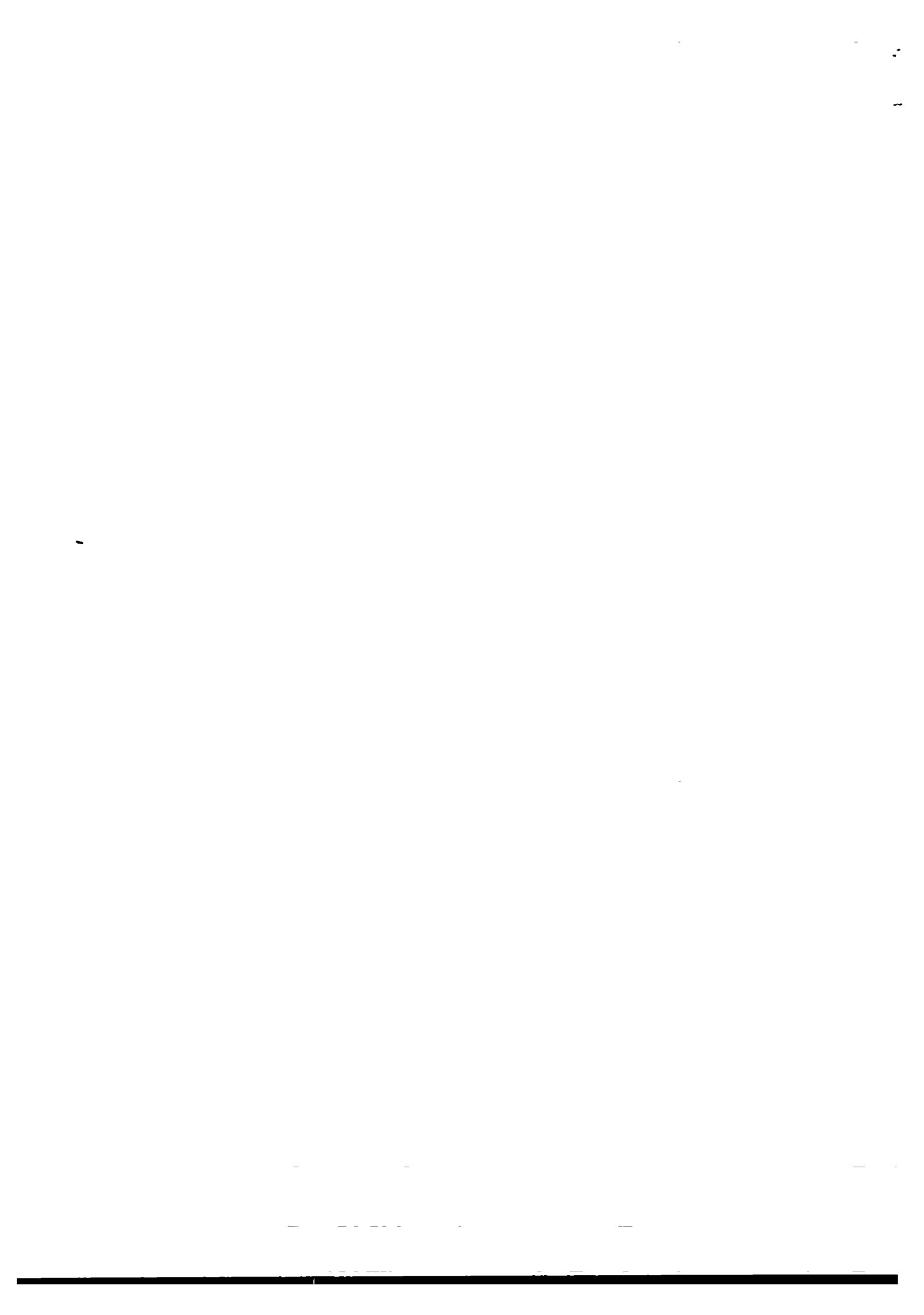


Module : FILING	Code : OBA 110
	Edition : 26-02-1985
Section 4 : H A N D O U T	Page : 03 of 03
<p data-bbox="272 546 464 573">5. ARCHIVES</p> <p data-bbox="337 607 1448 728">The archives of the enterprise should be stored in a special place in the office of the enterprise where they do not hinder the daily administrative operations. The archives too need to be orderly and accessible.</p> <p data-bbox="272 830 451 857">6. SUMMARY</p> <p data-bbox="337 891 1448 982">To control and plan the activities of the organisation, data are required on current and settled matters. These data are to be found on forms that are contained in box-files.</p> <p data-bbox="337 1016 1448 1136">To retrieve the data, the files should clearly indicate their content. Fly-leaves are required to find information in the box-file. The files should be regularly up-dated. Outdated material is to be put in the archives.</p> <p data-bbox="824 1208 906 1236">* * *</p>	



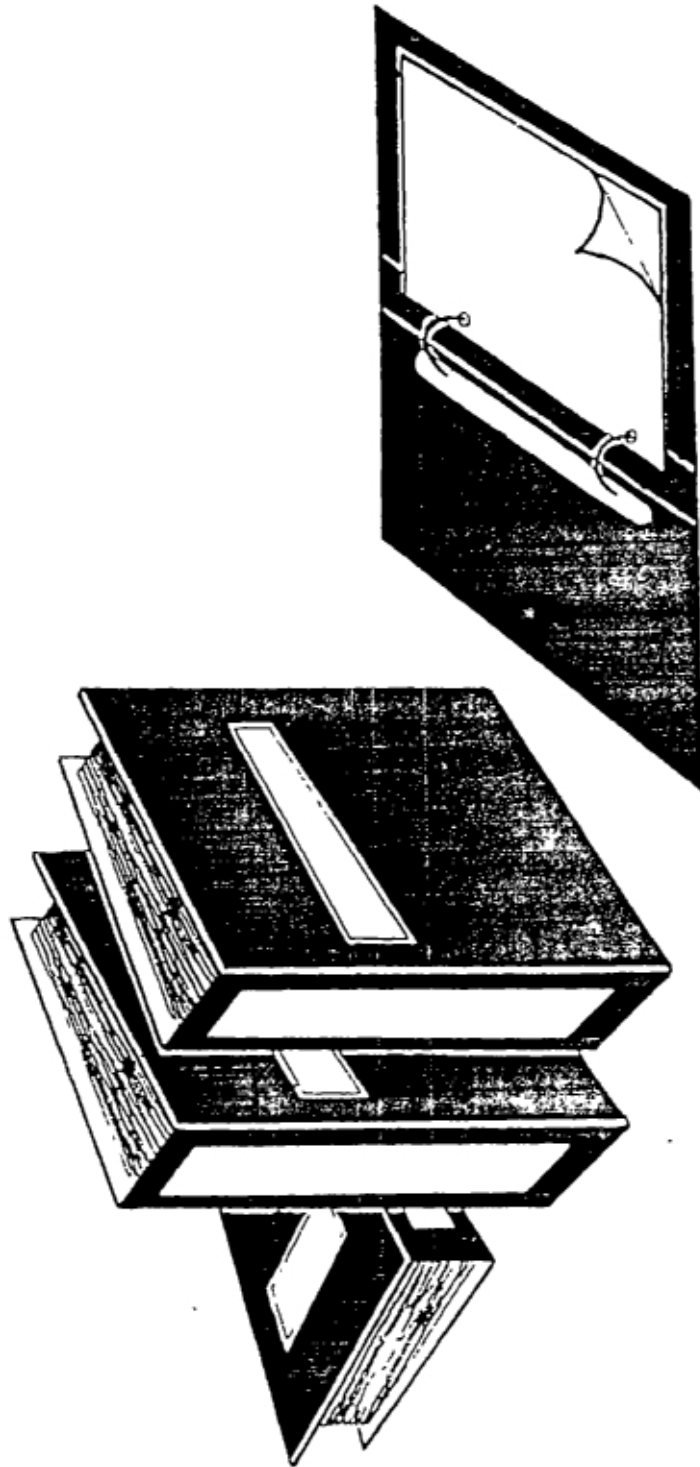


Module : FILING	Code : OBA 110														
	Edition : 26-02-1985														
Annex : V I E W F O I L S	Page : 01 of 07														
<table> <thead> <tr> <th data-bbox="358 494 467 523">TITLE :</th> <th data-bbox="1110 494 1203 523">CODE :</th> </tr> </thead> <tbody> <tr> <td data-bbox="358 585 683 614">1. Filing equipment</td> <td data-bbox="1110 585 1284 614">OBA 110/V 1</td> </tr> <tr> <td data-bbox="358 648 634 678">2. Filing folder</td> <td data-bbox="1110 648 1284 678">OBA 110/V 2</td> </tr> <tr> <td data-bbox="358 712 764 741">3. Information on folder</td> <td data-bbox="1110 712 1284 741">OBA 110/V 3</td> </tr> <tr> <td data-bbox="358 775 553 805">4. Fly leaf</td> <td data-bbox="1110 775 1284 805">OBA 110/V 4</td> </tr> <tr> <td data-bbox="358 839 813 868">5. Files must be up to date</td> <td data-bbox="1110 839 1284 868">OBA 110/V 5</td> </tr> <tr> <td data-bbox="358 902 667 932">6. How not to file</td> <td data-bbox="1110 902 1284 932">OBA 110/V 6</td> </tr> </tbody> </table>		TITLE :	CODE :	1. Filing equipment	OBA 110/V 1	2. Filing folder	OBA 110/V 2	3. Information on folder	OBA 110/V 3	4. Fly leaf	OBA 110/V 4	5. Files must be up to date	OBA 110/V 5	6. How not to file	OBA 110/V 6
TITLE :	CODE :														
1. Filing equipment	OBA 110/V 1														
2. Filing folder	OBA 110/V 2														
3. Information on folder	OBA 110/V 3														
4. Fly leaf	OBA 110/V 4														
5. Files must be up to date	OBA 110/V 5														
6. How not to file	OBA 110/V 6														









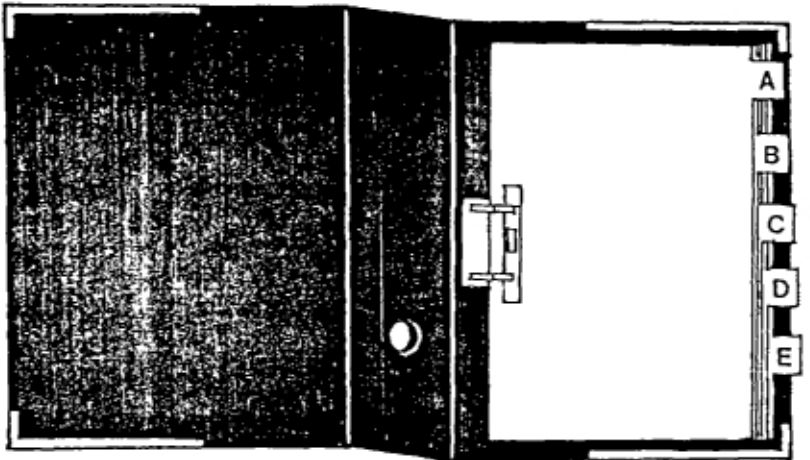
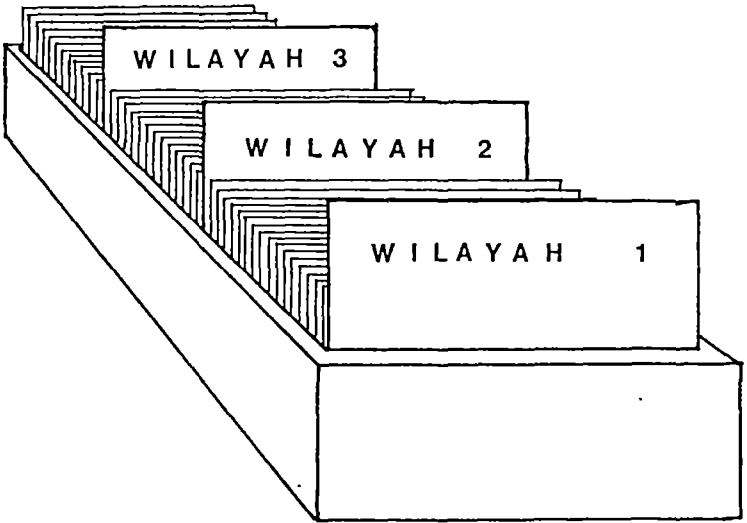


## **INFORMATION ON BACK OF FILE**

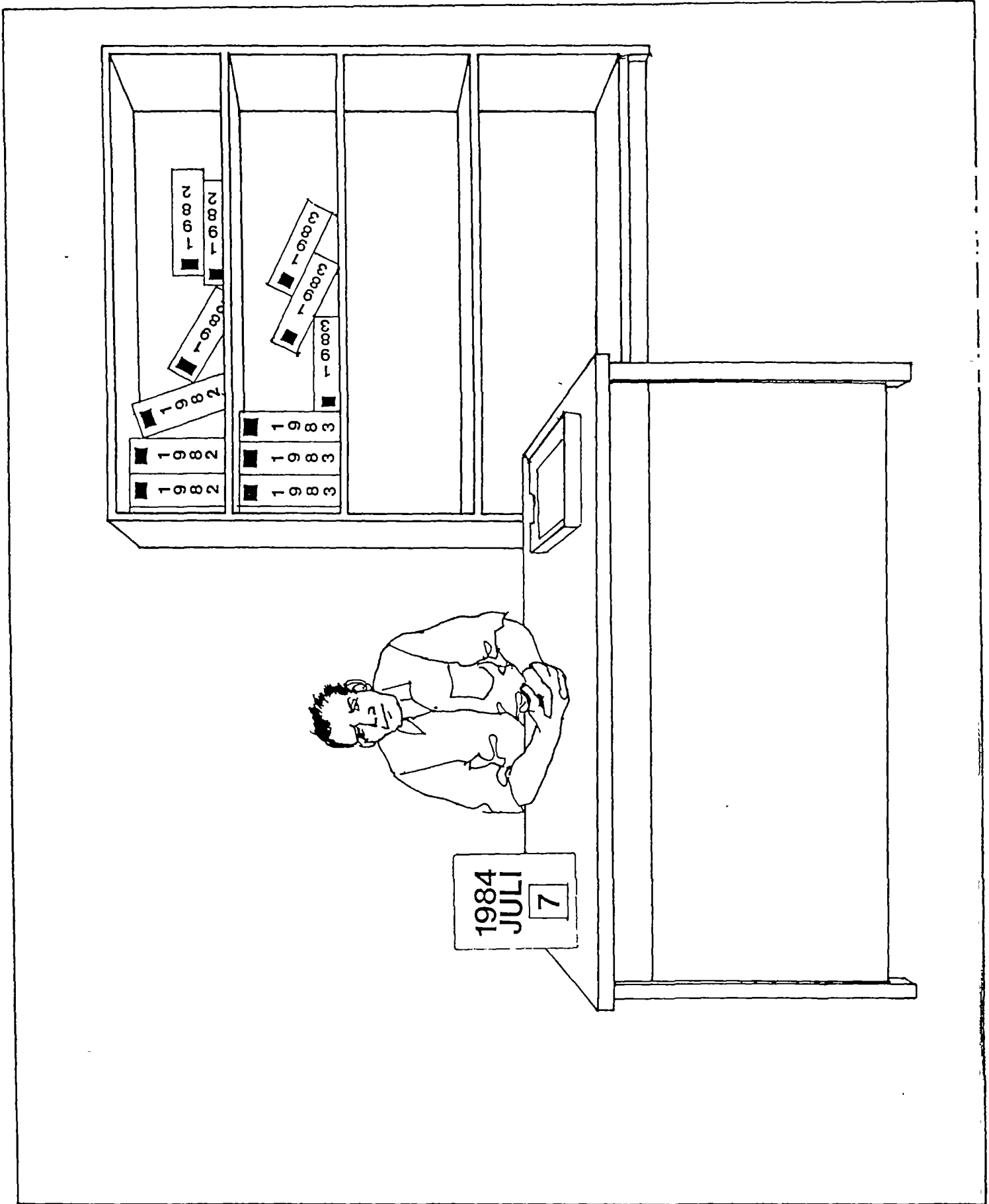
- **Period**
- **Subject**
- **Sequential number**
- **Department / section**
- **Area**
- **. . . .**





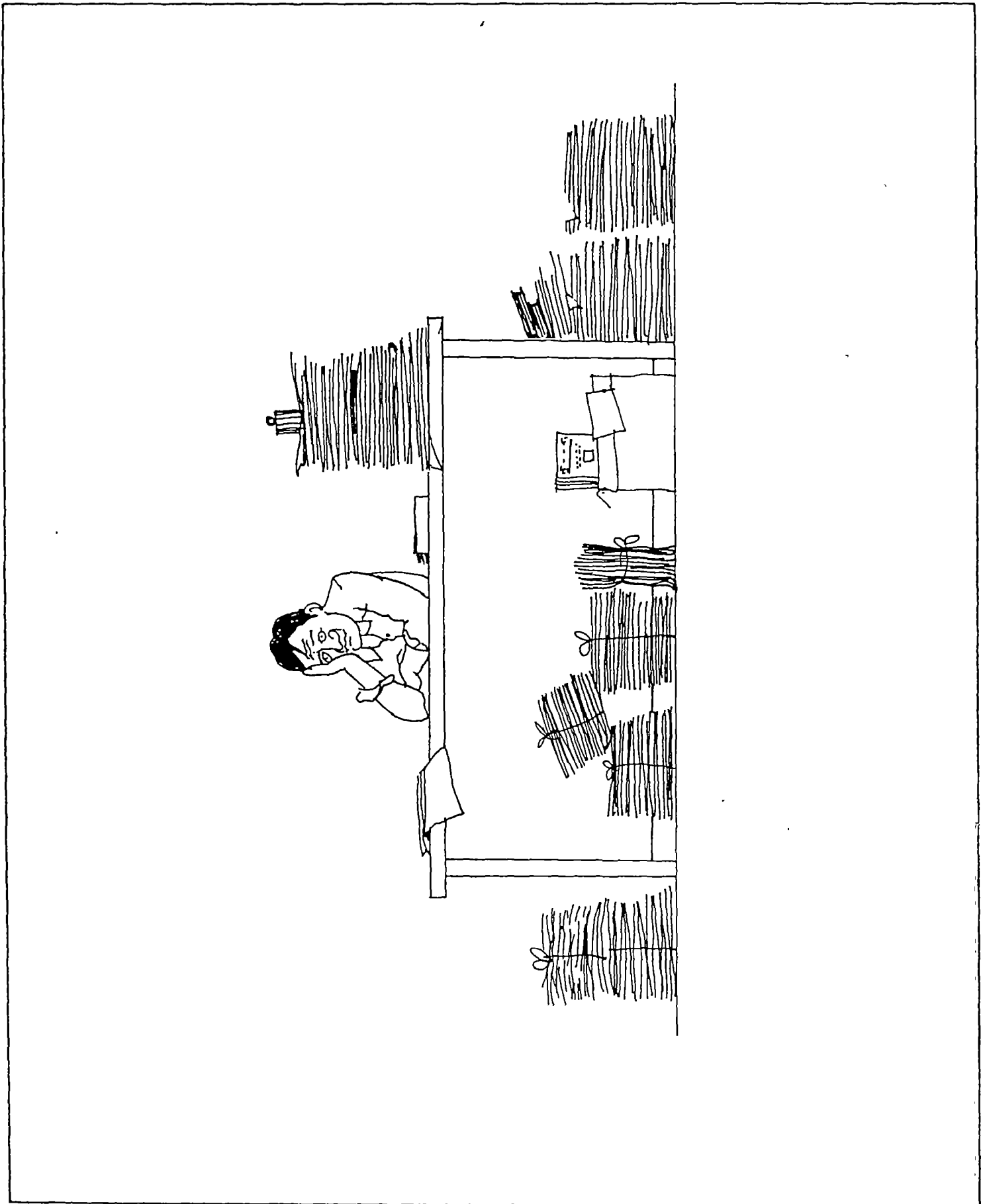






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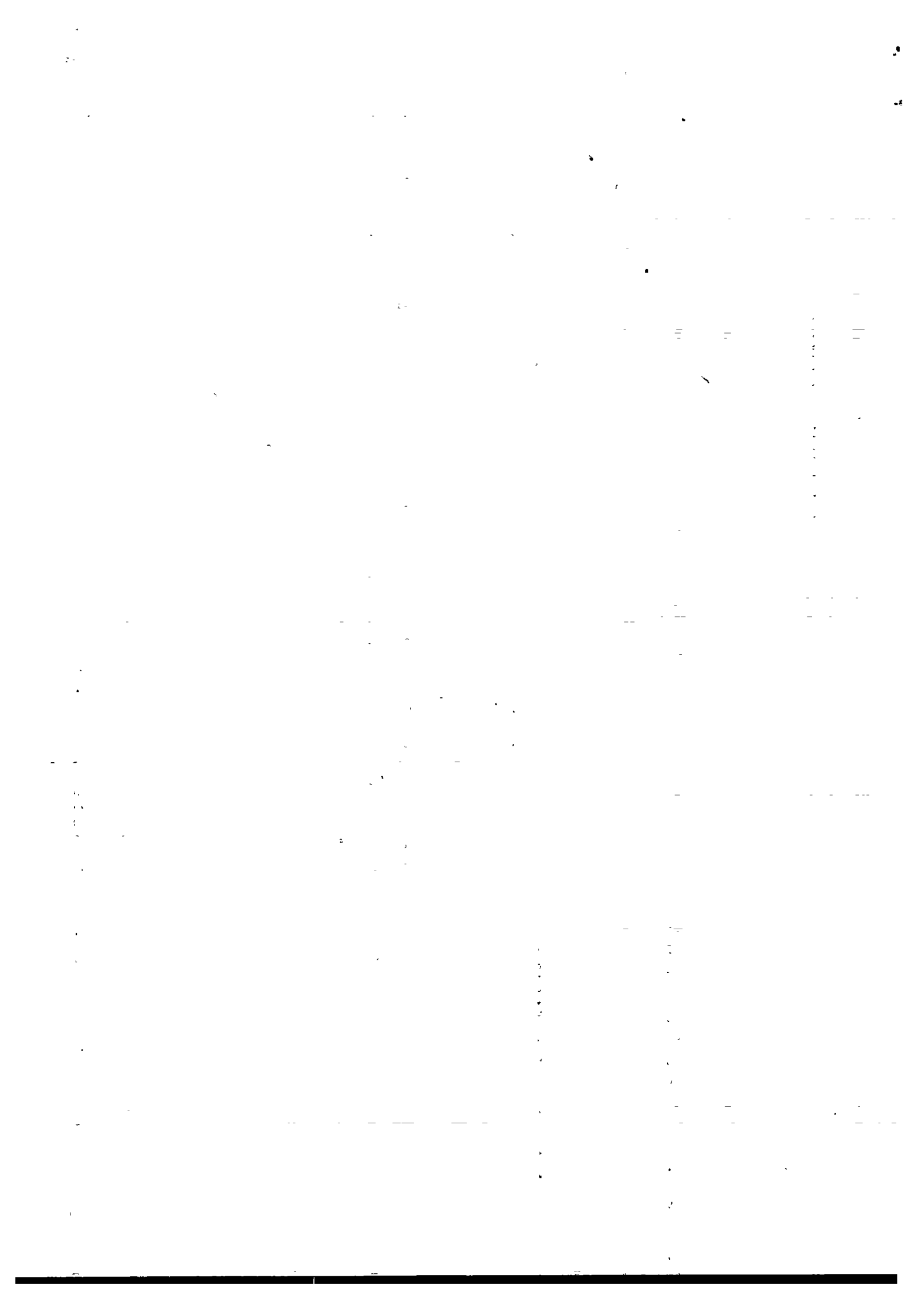






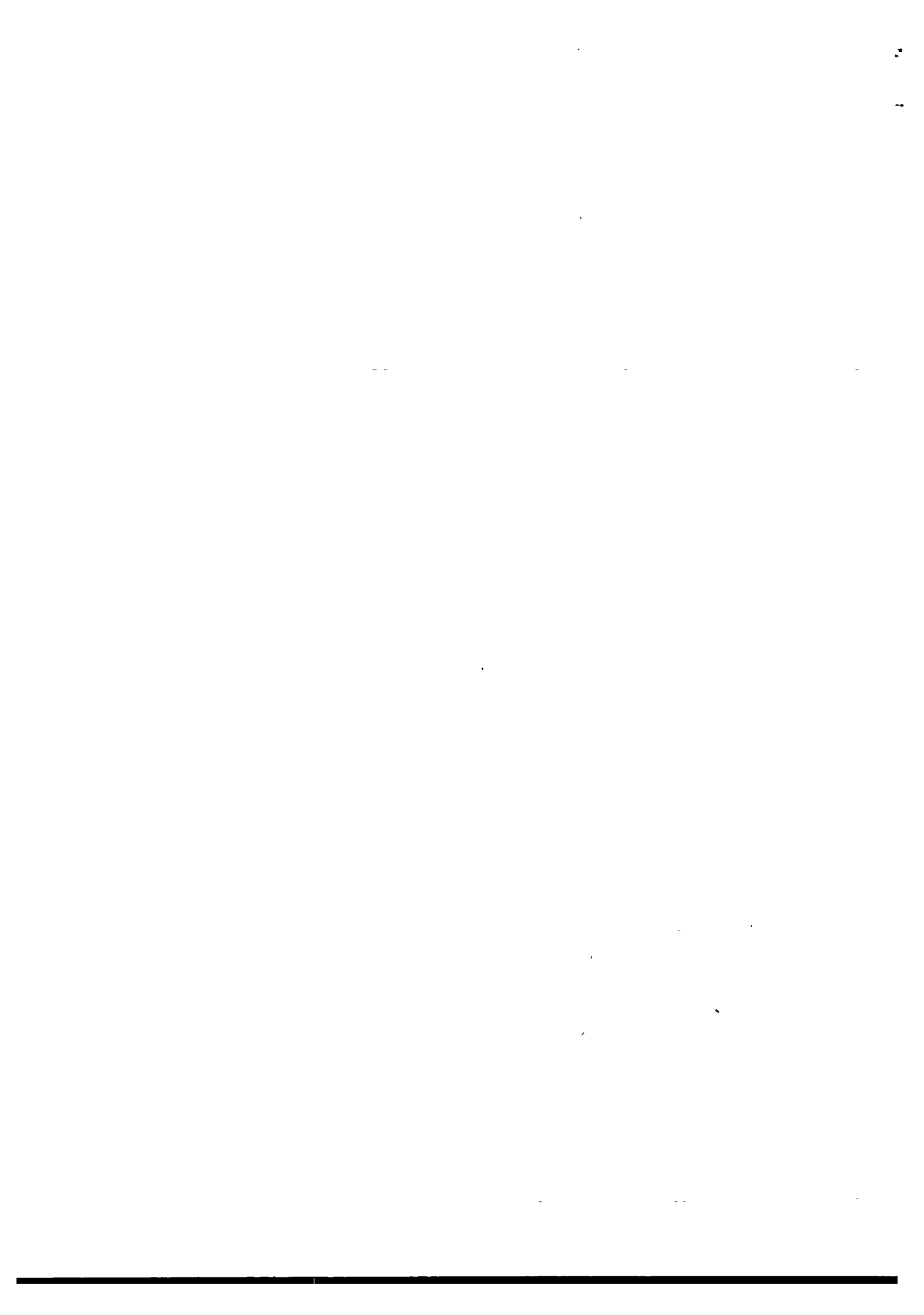


Module : <b>WORKING CLIMATE</b>	Code : OBA 300
	Edition : 03-03-1985
Section 1 : <b>INFORMATION SHEET</b>	Page : 01 of 01/08
Duration :	45 minutes.
Training objectives :	After this session trainees will be able to : <ul style="list-style-type: none"><li>- explain that working climate is influenced by enterprise management and physical characteristics of the office;</li><li>- recite physical characteristics and general services concerning the working climate.</li></ul>
Trainee selection :	<ul style="list-style-type: none"><li>- Director PDAM/Head BPAM;</li><li>- Head of Finance &amp; Administration Department;</li><li>- Head of Section General Administration &amp; Personnel.</li></ul>
Training aids :	<ul style="list-style-type: none"><li>- Exercise : OBA 300/E 1;</li><li>- Viewfoil : OBA 300/V 1;</li><li>- Handout : OBA 300/H 1.</li></ul>
Special features :	To be given after OPM 600 and in connection with OBA 200 and OEA 000.
Keywords :	Working climate.





Module : WORKING CLIMATE	Code : OBA 300
Section 2 : SESSION NOTES	Edition : 03-03-1985
<p>1. Introduction</p> <p>Working climate = atmosphere in the office.</p> <p>2. Factors influencing working climate</p> <ul style="list-style-type: none"> <li>- Management influences to a large extent the working climate.</li> <li>- Ask : In what ways can management influence the working climate.</li> <li>- Discuss answers.</li> <li>- Explain : Personal factors that influence the working climate are : <ul style="list-style-type: none"> <li>. do employees know what is expected of them?</li> <li>. are they able to perform well or do they need training?</li> <li>. does the manager motivate his staff?</li> <li>. does he have authority?</li> <li>. does he show appreciation for good job performance?</li> <li>. have enterprise staff the information they need?</li> </ul> </li> <li>- However, physical characteristics are important too : <ul style="list-style-type: none"> <li>. office decoration;</li> <li>. office furniture;</li> <li>. office temperature;</li> <li>. office lighting.</li> </ul> </li> </ul>	<p>Use whiteboard</p>



Module : WORKING CLIMATE	Code : OBA 300
	Edition : 03-03-1985
Section 2 : SESSION NOTES	Page : 02 of 02
<p>- General services should be adequate :</p> <ul style="list-style-type: none"> <li>. coffee or tea;</li> <li>. cleaning;</li> <li>. availability of equipment and stationery.</li> </ul> <p>- General services should be taken care of by the office manager.</p> <p>3. Exercise (15 minutes) "Working Climate"</p> <ul style="list-style-type: none"> <li>- Ask : What can you do to improve the working climate in your enterprise?</li> <li>- Form groups of 3-5 participants.</li> <li>- Appoint one presentator.</li> <li>- Let the groups list the activities they think are required to improve the working climate and present them in plenary session.</li> <li>- Discuss results.</li> </ul> <p>4. Summary</p> <ul style="list-style-type: none"> <li>- Working climate is influenced by :           <ul style="list-style-type: none"> <li>. quality of management;</li> <li>. physical characteristics;</li> <li>. general services.</li> </ul> </li> </ul>	<p>Use whiteboard</p> <p>Do E 1</p> <p>Show V 1</p> <p>Give H 1</p>



Module : WORKING CLIMATE		Code : OBA 300
		Edition : 03-03-1985
Section 3 : TRAINING AIDS		Page : 01 of 01
Working climate	OBA 300/E 1	Working climate elements OBA 300/V 1
		Working climate OBA 300/H 1





Module : WORKING CLIMATE	Code : OBA 300
	Edition : 03-03-1985
Section 4 : H A N D O U T	Page : 01 of 04

## 1. INTRODUCTION

The administrative staff of the enterprise almost permanently work in the enterprise office. Their work performance is largely influenced by the general atmosphere which prevails in the office. This atmosphere is called : the working climate.

## 2. FACTORS INFLUENCING WORKING CLIMATE

The working climate in the office is determined by a number of factors:

### The quality of enterprise management

- Do employees know what is expected of them?
- Are employees able to perform their jobs adequately or do they need training?
- Does the manager motivate his staff?
- Has the manager authority?
- Does the manager show appreciation for good work performance?
- Have enterprise staff the information they need?

All these aspects influence the working climate in the office of the enterprise. Positive answers to the afore-mentioned questions influence the working climate positively. Negative answers affect the working climate negatively.

The working climate in the office is not only influenced by the quality of management. It is also influenced by the physical characteristics of the office and the general services which are provided :

### Physical characteristics

#### OFFICE DECORATION

Job performance is influenced by the environment in which a person works. An office should not look like a prison. Through relatively small expenditures the look of the office can be improved : painting walls, calendars and posters, plants.





Module : WORKING CLIMATE	Code : OBA 300
	Edition : 03-03-1985
Section 4 : H A N D O U T	Page : 02 of 04

#### OFFICE FURNITURE

Existing furniture should be repaired and painted if necessary. New furniture should be of good quality.

#### TEMPERATURE IN THE OFFICE

Installation of air conditioning is too expensive for the majority of water enterprises. Through curtains and small improvements in ventilation, the temperature in the office can be improved considerable. Gradually fans can be installed.

#### LIGHTING

Proper lighting is essential. Usually by installing only a few additional lamps, office lighting can be made adequate.

#### General services

##### COFFEE AND TEA

Enterprise employees drink during office hours. It should be clear to them when drinks are served. The necessary cups, spoons etc. should be available in the office.

##### OFFICE CLEANING

Enterprise employees should work in a clean office. Do not expect staff to work conscientiously when working in a dirty office. Also attention should be paid to toilet facilities (towel, soap).

##### OFFICE EQUIPMENT AND STATIONERY

Administrative personnel need office equipment and stationery to do their work. Equipment and stationery should be in stock in the office. Then enterprise staff will rapidly receive the materials they need to do their work.

If the quality of the management is good, the office is well furnished and the services provided are good, it will be a pleasure to work in the enterprise. The office manager plays an important role in this.

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Module : WORKING CLIMATE	Code : OBA 300
	Edition : 03-03-1985
Section 4 : H A N D O U T	Page : 03 of 04
<p data-bbox="274 508 453 539">3. SUMMARY</p> <p data-bbox="335 571 1445 639">The effectiveness of the water enterprise is affected by the working climate in the office. The working climate is influenced by :</p> <ul data-bbox="335 639 769 730" style="list-style-type: none"><li>- Management quality.</li><li>- Physical characteristics.</li><li>- General services.</li></ul>	



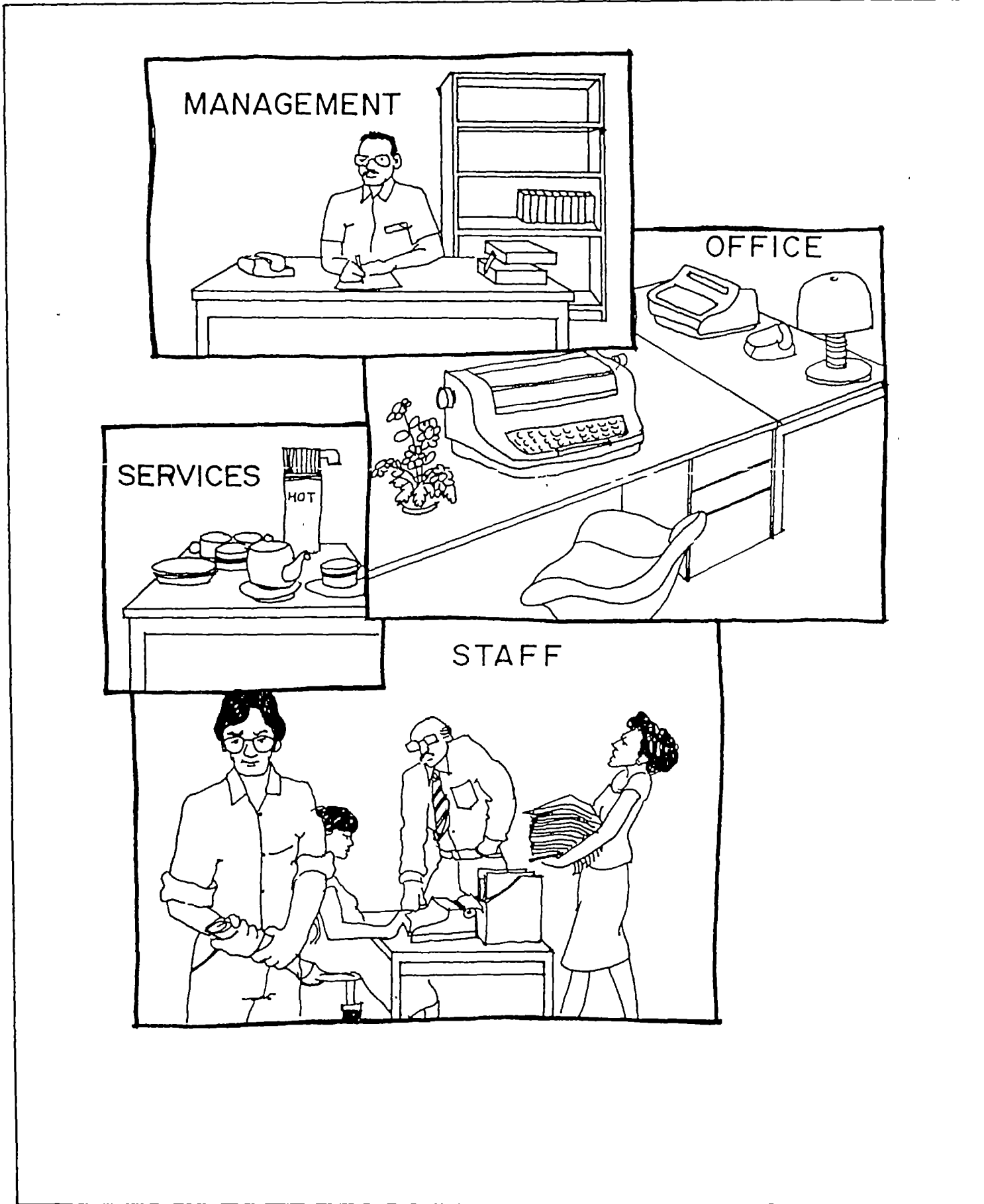
Module : WORKING CLIMATE	Code : OBA 300
	Edition : 03-03-1985
Section 4 : H A N D O U T (Exercise)	Page : 04 of 04
<p style="text-align: center;"><b>WORKING CLIMATE</b></p> <p>Duration: 15 minutes.</p> <p><b>Task:</b></p> <ol style="list-style-type: none"> <li>1. Form groups of 3-5 participants.</li> <li>2. List actions that could be taken in your enterprise to improve the working climate.</li> <li>3. Present results in plenary session.</li> </ol> <p><b>Explanation:</b></p> <p>The working climate is influenced by:</p> <ul style="list-style-type: none"> <li>- management and staff;</li> <li>- office characteristics;</li> <li>- services provided.</li> </ul> <p>Try to limit yourself to actions that can be implemented by the management or the staff of your enterprise.</p> <p style="text-align: center;">* * *</p>	



Module : WORKING CLIMATE	Code : OBA 300
	Edition : 03-03-1985
Annex : VIEWFOILS	Page : 01 of 02
<p data-bbox="352 517 1190 546">TITLE : _____ CODE :</p> <p data-bbox="352 614 1273 644">1. Working climate elements OBA 300/V 1</p>	



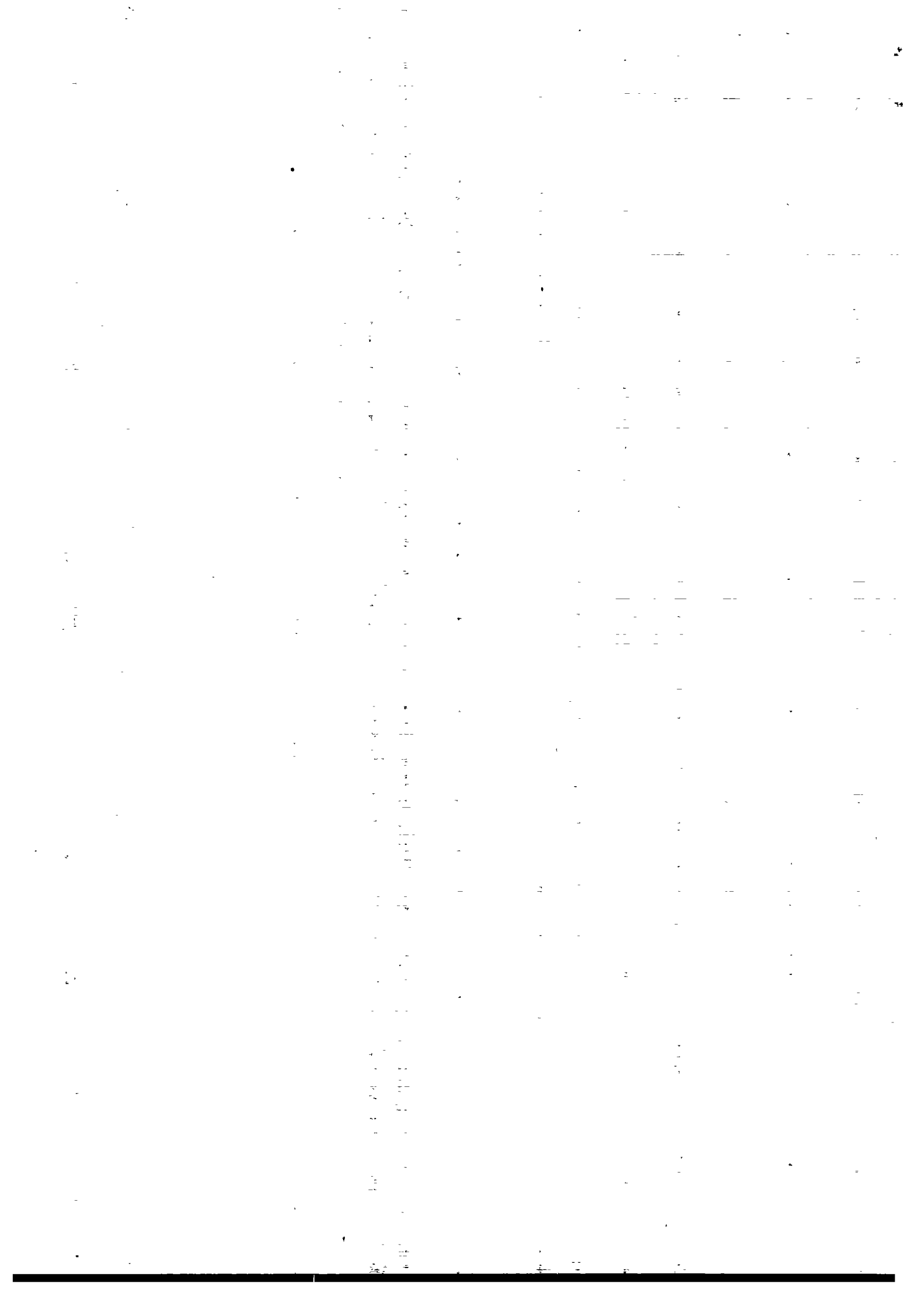






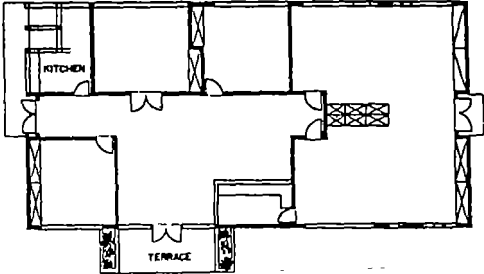
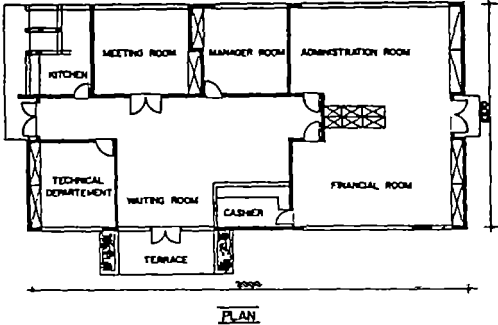
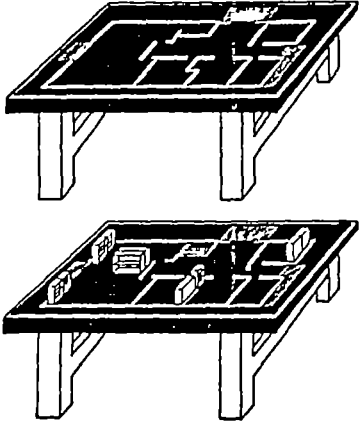


Module : OFFICE LAY-OUT	Code : OBA 400
	Edition : 26-02-1985
Section 1 : INFORMATION SHEET	Page : 01 of 01/08
Duration	90 minutes.
Training objectives	After this session trainees will be able to: - arrange working spots in the office according to administrative work flows.
Trainee selection	- Director PDAM/Head BPAM; - Head of Finance & Administration Department; - Head of Section General Administration & Personnel.
Training aids	- Exercises: OBA 400/E 1.1-1.2; - Model : OBA 400/M 1; - Handout : OBA 400/H 1.
Special features	Scale model exercise. To be given after OPM 600 and in connection with OBA 100 and OEA 000.
Keywords	Office lay-out.



Module : OFFICE LAY-OUT	Code : OBA 400
Section 2 : S E S S I O N N O T E S	Edition : 26-02-1985
<p>1. Introduction</p> <ul style="list-style-type: none"> <li>- Exercise: Ground plan (30 min.).</li> <li>- Explain goal of exercise.</li> <li>- Give assignment to design lay-out for new office.</li> <li>- Discuss results and indicate workflows.</li> <li>- Compare trainees results with original design.</li> </ul> <p>2. Why specific office lay-out?</p> <ul style="list-style-type: none"> <li>- Activities in the office are interrelated and demand close cooperation between various jobholders. Therefore procedures are needed, for instance for: <ul style="list-style-type: none"> <li>. bill preparation and revenues collection;</li> <li>. installation of new connections;</li> <li>. material procurement;</li> <li>. salary payment;</li> <li>. petty cash operations.</li> </ul> </li> <li>- Office lay-out implies an effective arrangement of working spots for jobholders who often work together.</li> <li>- Administrative procedures indicate which employees often work together and they can be used for office lay-out designing.</li> </ul> <p>3. Lay-out example</p> <ul style="list-style-type: none"> <li>- Exercise: scale model (30 min.) <ul style="list-style-type: none"> <li>. explain exercise;</li> <li>. do exercise;</li> <li>. discuss results.</li> </ul> </li> </ul> <p>4. Summary</p>	<p>Give E 1.1</p> <p>Give E 1.2</p> <p>Use whiteboard</p> <p>Use whiteboard</p> <p>Use whiteboard Use M 1</p> <p>Give H 1</p>



Module : OFFICE LAY-OUT	Code : OBA 400
Section 3 : TRAINING AIDS	Edition : 26-02-1985
<p>Office lay-out groundplan OBA 400/E 1.1</p> 	<p>Original design groundplan OBA 400/E 1.2</p> 
<p>Scale model office lay-out OBA 400/M 1</p> 	
	<p>Office lay-out OBA 400/H 1</p>







Module : OFFICE LAY-OUT	Code : OBA 400
	Edition : 26-02-1985
Section 4 : H A N D O U T	Page : 01 of 05

## 1. INTRODUCTION

Various people work in the office. They carry out different jobs. Their activities are interrelated and a good result can only be achieved through combined efforts : they must cooperate.

The vast majority of administrative activities are carried out according to procedures. There are procedures for:

- Bill preparation and collection.
- Installation of new connections.
- Material procurement.
- Salary payment.
- Petty cash operations.

Procedures describe the flow of work through the enterprise and indicate which employees often work together.

## 2. NEED FOR SPECIFIC OFFICE LAY-OUT

Employees working in enterprise office need a working spot.

Since people must cooperate, it is important that the working spots of the employees who often work together, be close to one another. Thus they can easily talk to each other, give and receive documents and control data.

However, some jobholders cooperate more closely with each other than others. For example, the billing officer regularly works together with the bookkeeper or with the customer relations officer, but rarely with the Head of the Technical Department. Since the administrative procedures indicate which employees often work together, they can be used for designing the lay-out of the office. An effective arrangement of working spots facilitates the cooperation between enterprise staff. Some employees often work with enterprise customers. To prevent disturbance for other employees, their working spots should be close to the entrance of the office.

Since buildings are not uniform, it is always necessary to design the most effective office lay-out for that specific building. Usually this is done on the basis of a ground plan and of the most important related activities.

In case a new building has to be designed, the designer needs an office lay-out as is thought necessary by the management. This lay-out should a.o. be based upon the financial and/or administrative procedures that define the work flow in the organization. A good office lay-out makes working in the office much more comfortable.



Module : OFFICE LAY-OUT	Code : OBA 400
	Edition : 26-02-1985
Section 4 : H A N D O U T	Page : 02 of 05

### 3. SUMMARY

The office lay-out must be geared to the working relationships of the employees. It takes into account the procedures and work flows in the organization. It can best be made on the basis of the ground plan of the office building.



Module : OFFICE LAY-OUT	Code : OBA 400
	Edition : 26-02-1985
Section 4 : H A N D O U T (Exercise 1.1)	Page : 03 of 05
<p>Duration : 30 minutes</p> <p>Task : Design the lay-out for a new office, given the present building plan (attached).</p> <p>Explanation : Your PDAM will shortly move into a new building. The enterprise has 800 connections and 15 public taps. In the office work 14 employees :</p> <ul style="list-style-type: none"> <li>1 Director</li> <li>1 Head of Finance &amp; Administration Department</li> <li>1 Head of Technical Department</li> <li>2 Bookkeepers</li> <li>2 Water meter readers</li> <li>2 Billing officers</li> <li>1 Cashier</li> <li>1 General Administration and Personnel Officer</li> <li>1 Customer Relations Officer</li> <li>1 Planning Officer</li> <li>1 Draftsman.</li> </ul>	



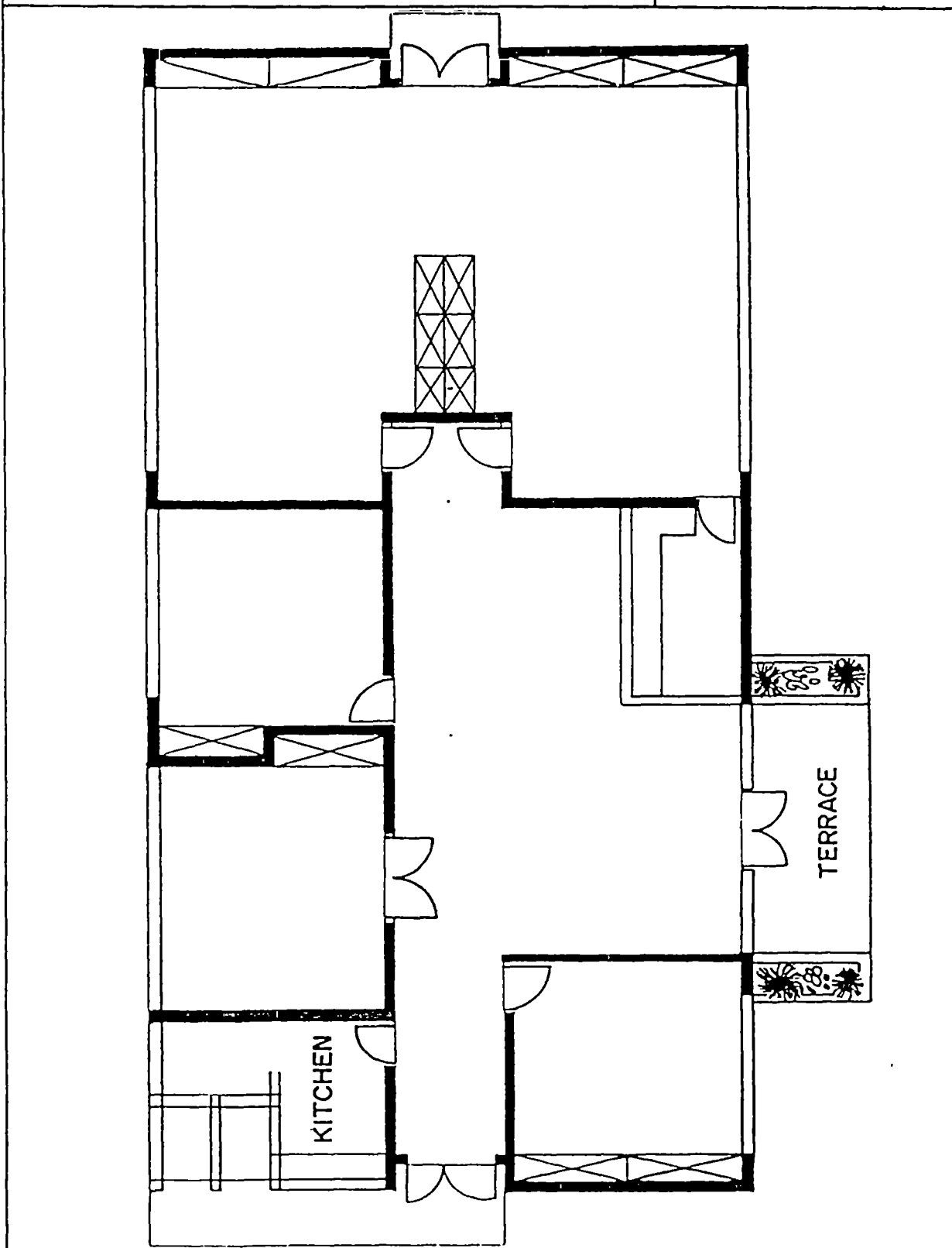
Module : OFFICE LAY-OUT

Code : OBA 400

Edition : 26-02-1985

Section 4 : H A N D O U T (Exercise 1.1)

Page : 04 of 05







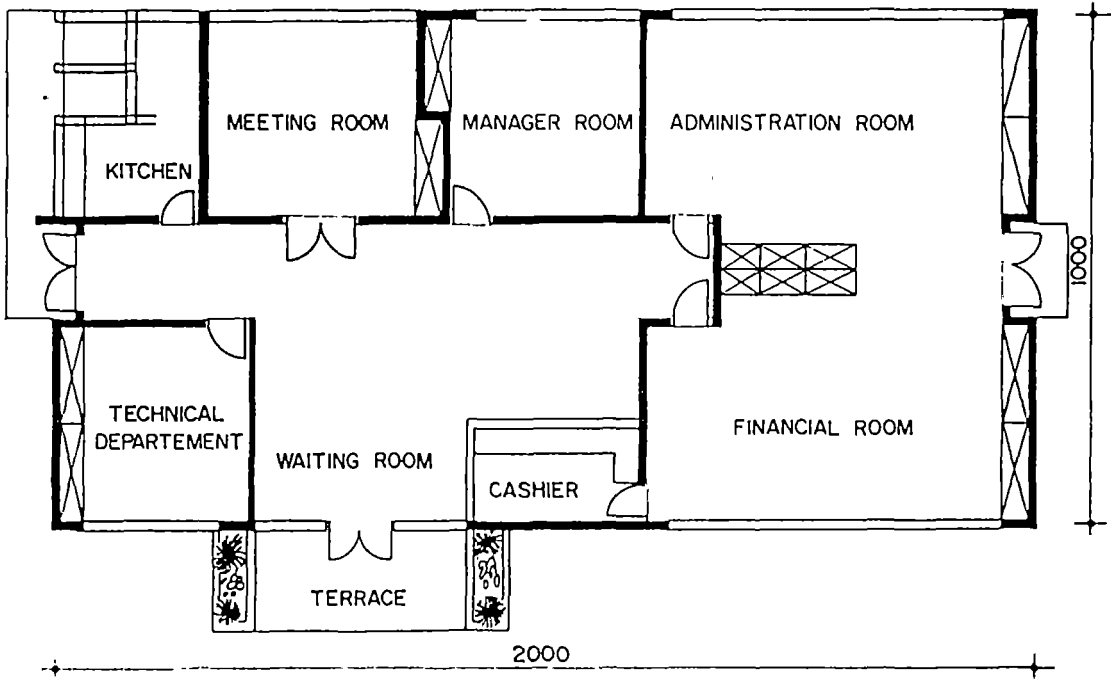
Module : OFFICE LAY-OUT

Code : OBA 400

Edition : 26-02-1985

Section 4 : H A N D O U T (Exercise 1.2)

Page : 05 of 05



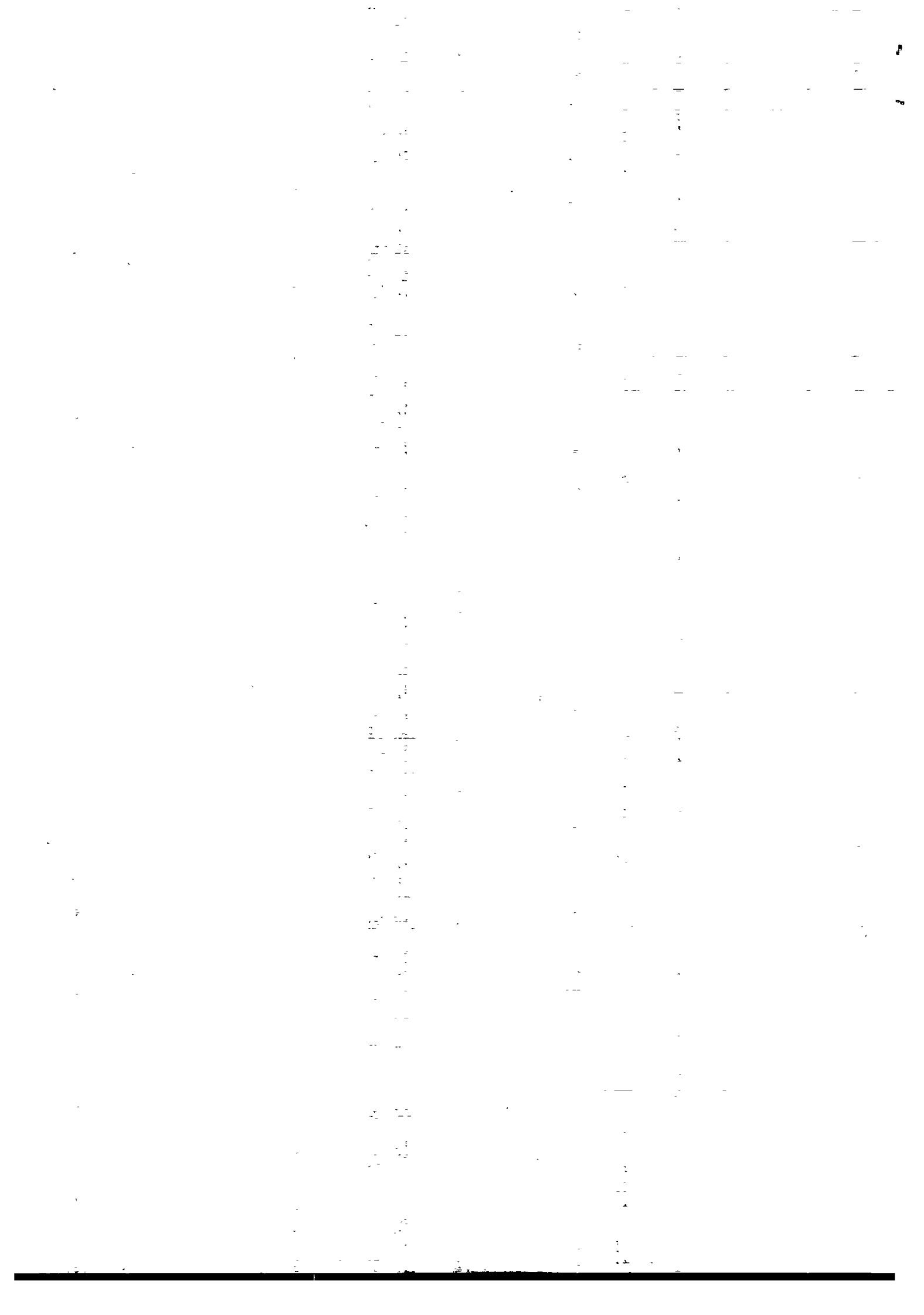
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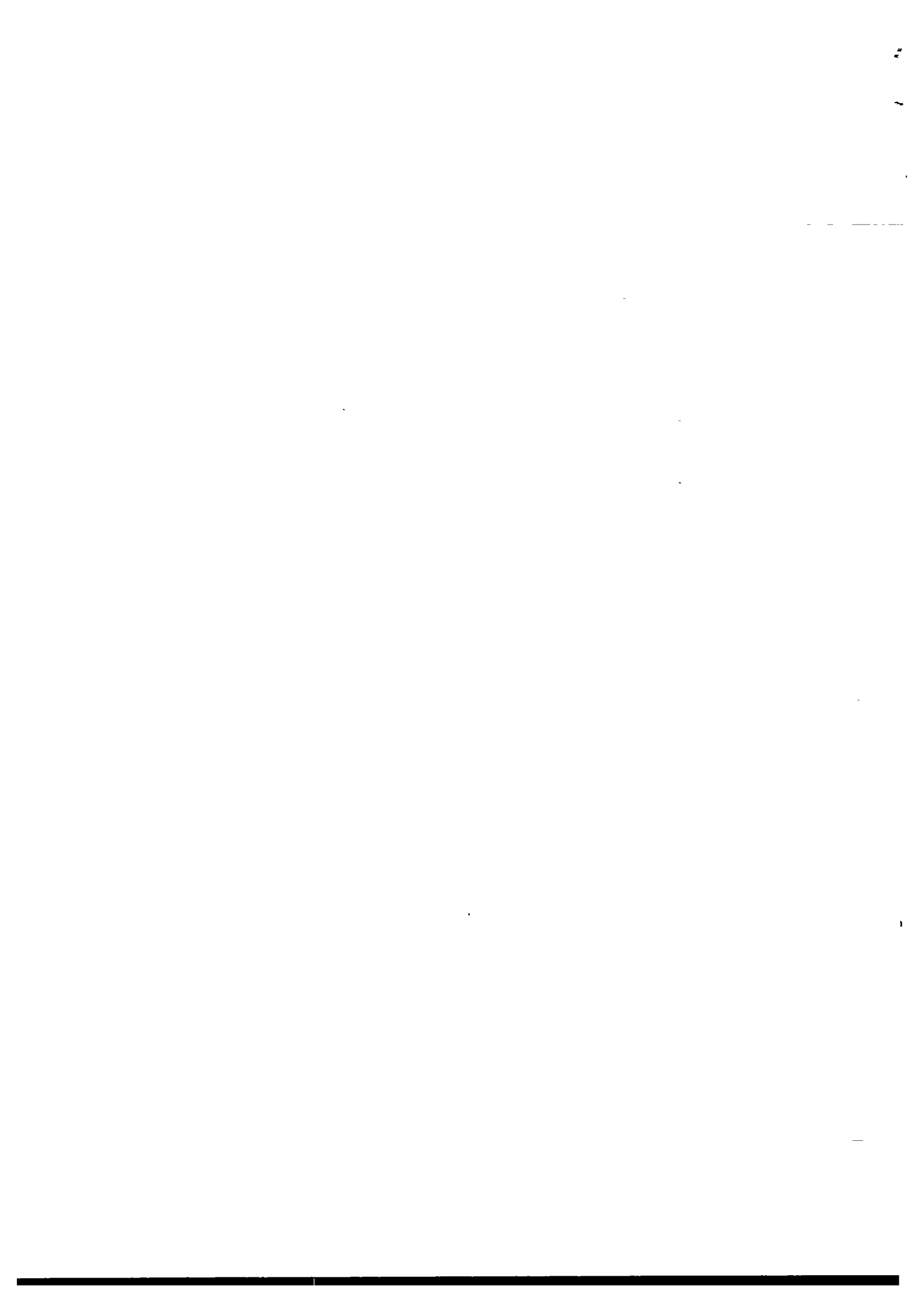
Module : <b>JOB DESCRIPTION</b>	Code : OBP 100
	Edition : 19-04-1985
Section 1 : <b>INFORMATION SHEET</b>	Page : 01 of 01/07
<b>Duration</b> :	45 minutes.
<b>Training objectives</b> :	After the session trainees will be able to: - define what a job-description is; - recite the purposes of job-descriptions.
<b>Trainee selection</b> :	- Director PDAM/Head BPAM; - Head of Technical Department; - Head of Finance & Administration Department; - Head of Section Cash and Receipts; - Head of Section Bookkeeping & Billing; - Head of Section General Administration & Personnel; - Head of Section Consumer Relations; - Head of Section Production; - Head of Section Distribution; - Head of Section Planning & Construction Supervision; - Head of Section Maintenance.
<b>Training aids</b> :	- Buku Pedoman Organisasi; - MDP's simplified guide to manpower classification; - Viewfoils: OBP 100/V 1-2; - Exercise : OBP 100/E 1; - Handout : OBP 100/H 1.
<b>Special features</b> :	-
<b>Keywords</b> :	Job description.




Module : JOB DESCRIPTION	Code : OBP 100
	Edition : 26-02-1985
Section 2 : SESSION NOTES	Page : 01 of 02
<p>1. Introduction</p> <ul style="list-style-type: none"> <li>- Different people carry out different jobs.</li> <li>- People must know the content of their job and their duties.</li> <li>- Job descriptions list:           <ul style="list-style-type: none"> <li>. duties to be performed;</li> <li>. reporting relations.</li> </ul> </li> <li>- Job descriptions are useful for:           <ul style="list-style-type: none"> <li>. making clear the duties of the jobholder;</li> <li>. establishing selection criteria (educational level, working experience, personal skills).</li> </ul> </li> </ul> <p>2. How to write a job description</p> <ul style="list-style-type: none"> <li>- Discuss with the jobholder's supervisor the content of the job and list duties to be performed:           <ul style="list-style-type: none"> <li>. operational;</li> <li>. maintenance.</li> </ul> </li> <li>- Group duties according to frequency of performance:           <ul style="list-style-type: none"> <li>. daily;</li> <li>. weekly;</li> <li>. monthly.</li> </ul> </li> <li>- Discuss with the jobholder and draw up a second list of duties.</li> <li>- Compare the two lists, discuss differences and agree upon the final job description.</li> <li>- Useful documents in preparing job descriptions:           <ul style="list-style-type: none"> <li>. Buku Pedoman Organisasi.</li> <li>. MDP's simplified guide to manpower classification.</li> </ul> </li> </ul>	<p>Show V 1-2</p> <p>Write on whiteboard</p> <p>Show copies</p>



Module : JOB DESCRIPTION	Code : OBP 100
	Edition : 26-02-1985
Section 2 : SESSION NOTES	Page : 02 of 02
<p data-bbox="276 517 475 551"><b>3. Exercise</b></p> <ul data-bbox="339 585 1043 714" style="list-style-type: none"><li data-bbox="339 585 1043 653">- Let trainees prepare a description of their own job (20 min.).</li><li data-bbox="339 680 831 714">- Discuss the job descriptions.</li></ul> <p data-bbox="276 777 458 811"><b>4. Summary</b></p>	<p data-bbox="1082 585 1214 619">Give E 1</p> <p data-bbox="1082 777 1214 811">Give H 1</p>





Module : JOB DESCRIPTIONS		Code : OBP 100
		Edition : 26-02-1985
Section 3 : TRAINING AIDS		Page : 01 of 01
<p>Different people different jobs</p> <p>OBP 100/V 1</p> 	<p>Job descriptions</p> <p>OBP 100/V 2</p> <p>JOB DESCRIPTIONS INCLUDE</p> <ul style="list-style-type: none"> <li>• Title</li> <li>• Department</li> <li>• Function</li> <li>• Reporting relationships</li> <li>• Tasks</li> <li>• Duties</li> <li>• Responsibilities</li> </ul>	
		<p>Job descriptions</p> <p>OBP 100/H 1</p>





Module : JOB DESCRIPTIONS	Code : OBP 100
	Edition : 26-02-1985
Section 4 : H A N D O U T	Page : 01 of 03

## 1. JOB DESCRIPTION

In the water enterprise different people carry out different jobs. Each job is made up of duties. All people in the enterprise must know the content of their job and their duties. For this purpose a job description is written for each job in the enterprise.

The job description for a specific job lists in detail the duties that must be performed by the job-holder. The job description also indicates to whom the job holder must report.

Job descriptions are useful for:

- Making clear the exact duties of the jobholder.
- Establishing the selection criteria for new employees; which educational level, which work experience, and which personal skills are required to perform well.
- Appraising the performance of jobholders. Based on the job description the supervisor is able to determine which duties are performed adequately and which ones inadequately.

## 2. HOW TO WRITE A JOB DESCRIPTION

In many organisations there are job descriptions. However, often they are out of date. New job descriptions must be written and old ones must be checked.

To write a job description the following three steps should be taken:

### Step 1

Discuss with the jobholder's supervisor the total content of the job and draw up a list of duties which must be performed by the jobholder. This list must cover both operational and maintenance duties. Duties must be grouped according to frequency of performance:

- Daily duties.
- Weekly duties.
- Monthly duties.

### Step 2

Discuss with the jobholder the content of the job as described in step 1, and draw up a second list of duties.



Module : JOB DESCRIPTIONS	Code : OBP 100
	Edition : 26-02-1985
Section 4 : H A N D O U T	Page : 02 of 03

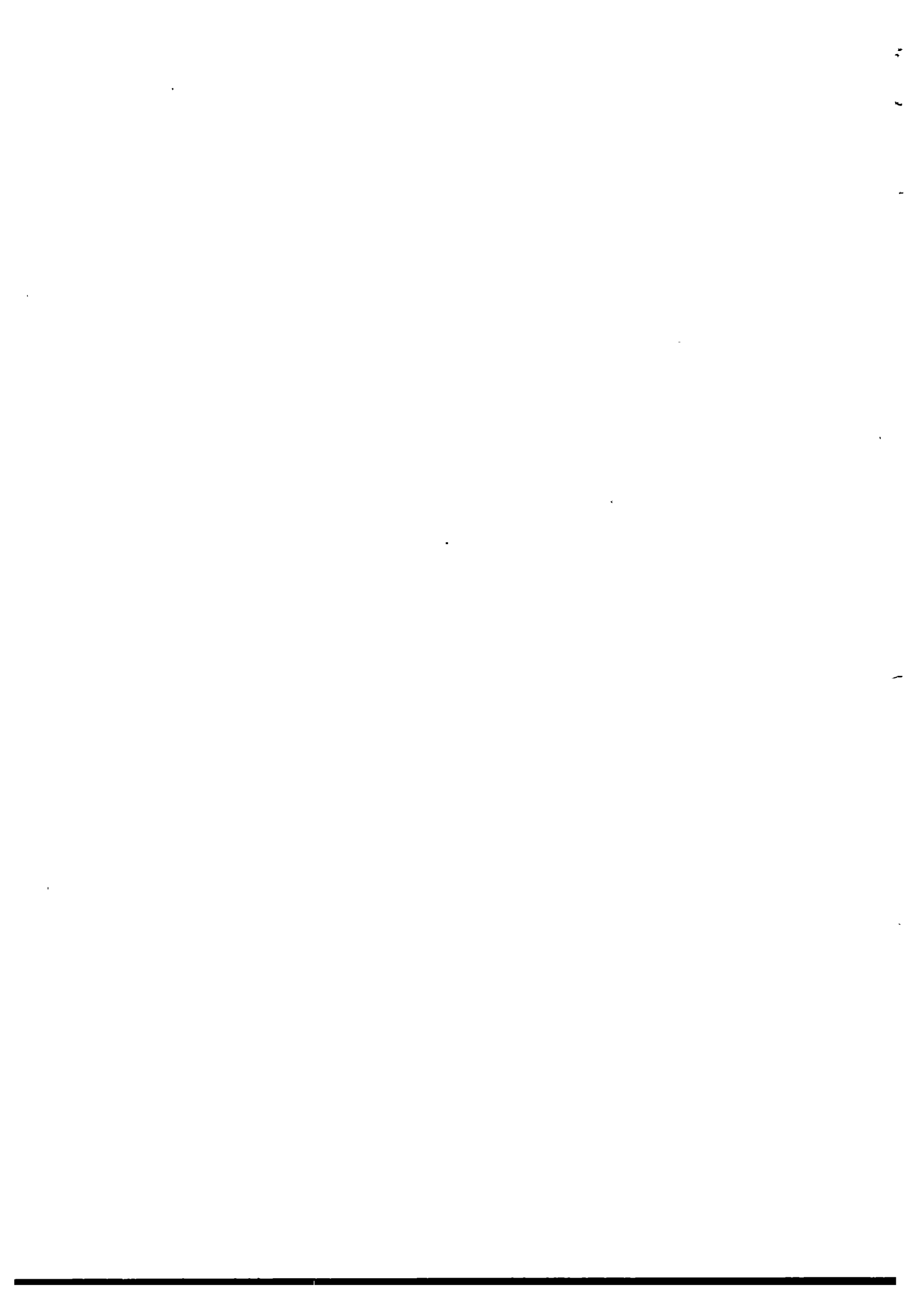
### Step 3

Compare the two lists, then discuss any difference between the two lists with the jobholder and his supervisor, and agree upon the final one, which must be checked.

The Buku Pedoman Organisasi and MDP's simplified guide to manpower classification contain descriptions of jobs in the water enterprise. These documents can be used in preparing the job descriptions for your water enterprise. However, the job descriptions in these two documents are general and need further detailing to fit the jobs in your enterprise.

### 3. SUMMARY

Job descriptions describe the tasks, responsibilities and duties of each jobholder. They make clear what a person has to do within an organisation. They are used for many other purposes too, e.g. selection, performance evaluation, training. Since a person's tasks and duties change over time, a job description has to be checked at regular intervals.



Module : JOB DESCRIPTIONS	Code : OBP 100
	Edition : 26-02-1985
Section 4 : H A N D O U T (Exercise)	Page : 03 of 03

JOB DESCRIPTION

Duration: 20 minutes.

Write a jobdescription of your own job.

List you duties and group them according to the frequency they occur (daily, weekly, monthly).

Include also your reporting relations.

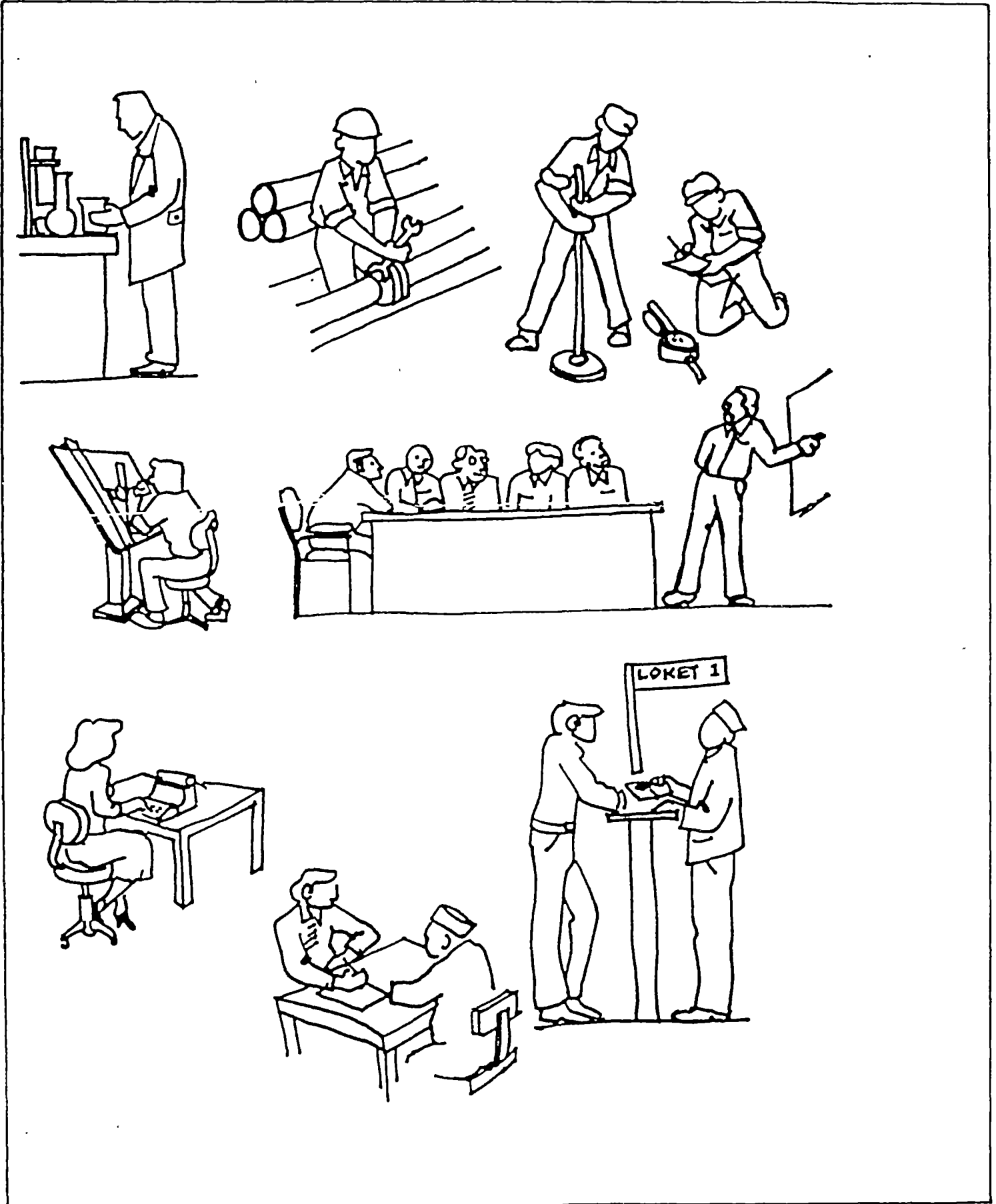
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Module : JOB DESCRIPTIONS	Code : OBP 100						
	Edition : 19-04-1985						
Annex : VIEWFOILS	Page : 01 of 03						
<table> <thead> <tr> <th data-bbox="335 510 446 532">TITLE :</th> <th data-bbox="1093 510 1189 532">CODE :</th> </tr> </thead> <tbody> <tr> <td data-bbox="335 601 901 623">1. Different people different jobs</td> <td data-bbox="1093 601 1268 623">OBP 100/V 1</td> </tr> <tr> <td data-bbox="335 669 646 691">2. Job description</td> <td data-bbox="1093 669 1268 691">OBP 100/V 2</td> </tr> </tbody> </table>		TITLE :	CODE :	1. Different people different jobs	OBP 100/V 1	2. Job description	OBP 100/V 2
TITLE :	CODE :						
1. Different people different jobs	OBP 100/V 1						
2. Job description	OBP 100/V 2						







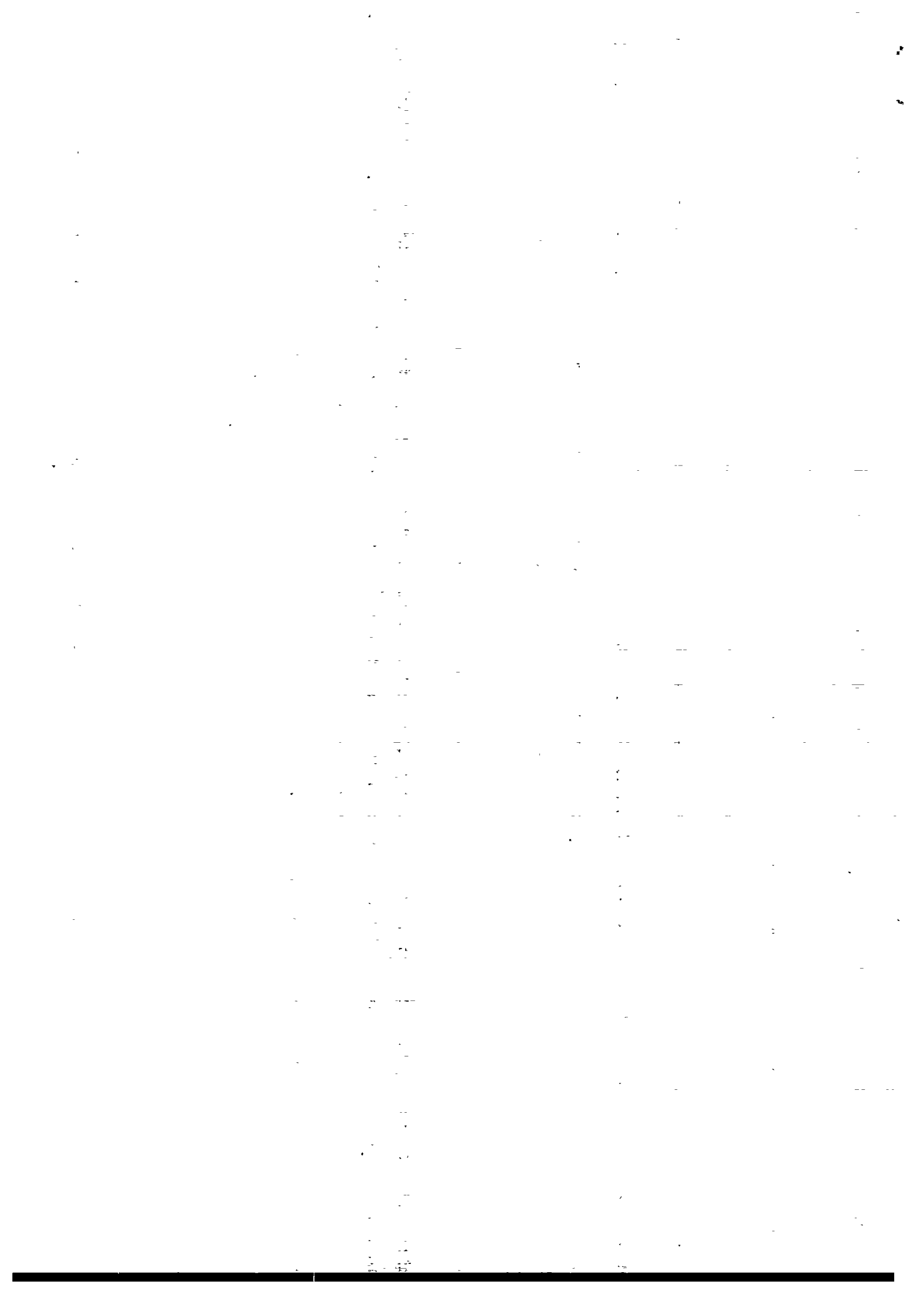
## **JOB DESCRIPTIONS INCLUDE**

- **Title**
- **Department**
- **Function**
- **Reporting relationships**
- **Tasks**
- **Duties**
- **Responsibilities**





Module : RECRUITMENT AND SELECTION	Code : OBP 200
	Edition : 25-02-1985
Section 1 : INFORMATION SHEET	Page : 01 of 01/06
Duration :	45 minutes.
Training objectives :	After this session trainees will be able to: <ul style="list-style-type: none"><li>- explain the importance of job descriptions in recruiting and selecting new staff;</li><li>- recite what information the director should have available before starting a selection procedure;</li><li>- list four points of attention for application talks.</li></ul>
Trainee selection :	<ul style="list-style-type: none"><li>- Director PDAM Head BPAM;</li><li>- Head of Technical Department;</li><li>- Head of Finance &amp; Administration Department;</li><li>- Head of Section General Administration &amp; Personnel.</li></ul>
Training aids :	<ul style="list-style-type: none"><li>- Viewfoils : OBP 200/V 1-4;</li><li>- Handout : OBP 200/H 1.</li></ul>
Special features :	-
Keywords :	Recruitment/selection.





# WHEN THE DIRECTOR RECRUITS...

## HE MUST KNOW

- Tasks
- Work circumstances
- Personality needed
- Employment conditions

## HE MUST DETERMINE

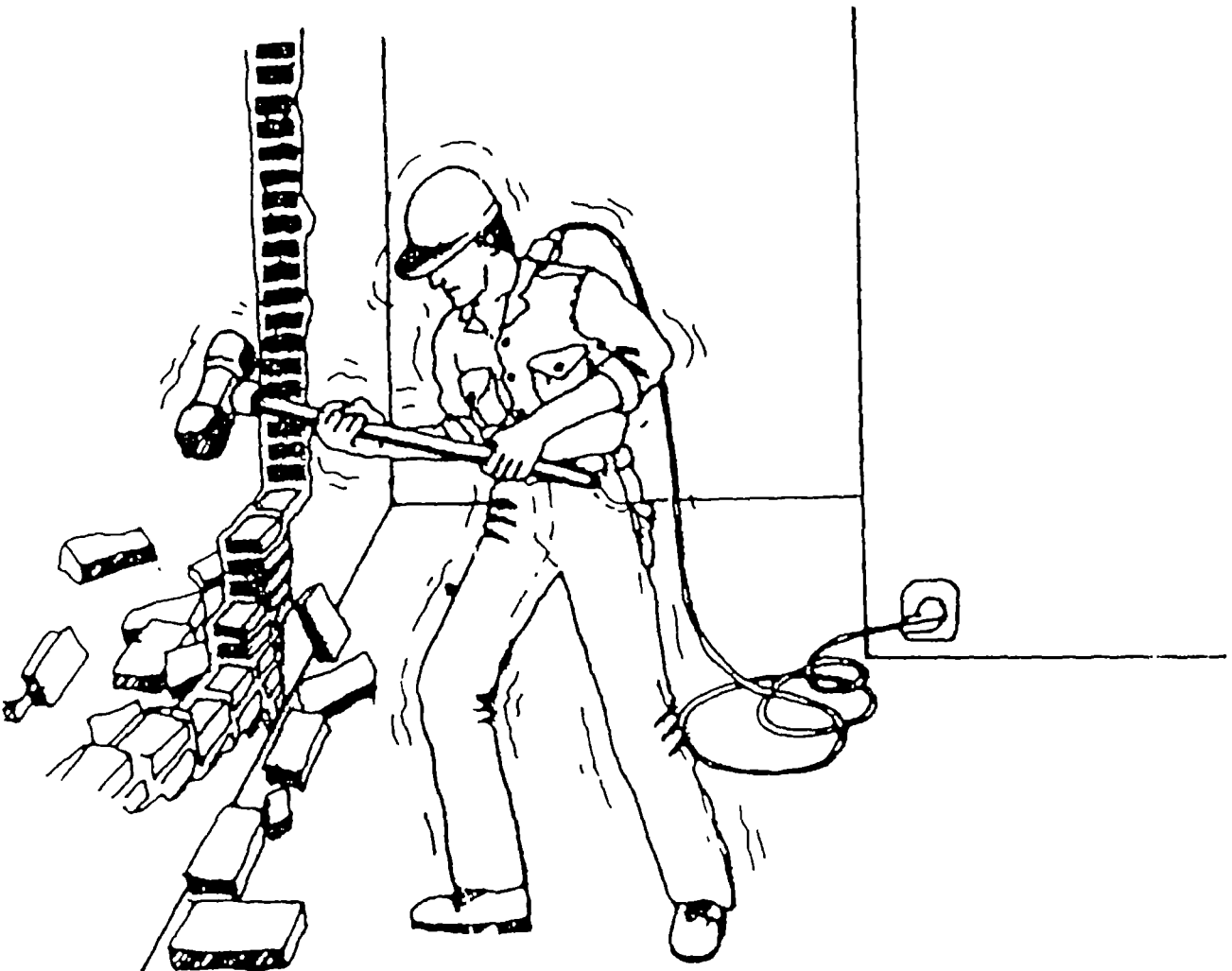
- Required education
- Required experience
- Physical attributes

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Man is no machine

OBP 200/V 3



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Module : RECRUITMENT AND SELECTION	Code : CBP 277
	Edition : 25-02-1985
Section 4 : H A N D O U T	Page : 01 of 02
<p data-bbox="256 512 515 539">1. INTRODUCTION</p> <p data-bbox="320 576 1430 635">The four essential elements in the operations of the water enterprise are:</p> <ul data-bbox="320 639 512 762" style="list-style-type: none"> <li>- Men;</li> <li>- Machines;</li> <li>- Materials;</li> <li>- Money.</li> </ul> <p data-bbox="320 798 1430 920">Manpower usually presents more difficulties than machines and materials. For instance, manpower cannot be bought from a shop according to standard sizes and specifications. Nor can manpower just be plugged into a water supply enterprise and do a good job.</p> <p data-bbox="256 1016 499 1043">2. RECRUITMENT</p> <p data-bbox="320 1079 1430 1265">When a new staff member must be recruited for the enterprise, the necessary precautions must be taken to ensure that the man who will be selected is the right man for the job. Good plans and perfect procedures do not work with incompetent staff. Selecting the most appropriate candidates is important for the enterprise and therefore requires careful preparation.</p> <p data-bbox="320 1301 1430 1392">Before talking to any candidate for a job, the director must know in detail which duties are to be carried out by the future jobholder. The job description for the vacant job gives this information.</p> <p data-bbox="320 1428 818 1456">Further the director must know:</p> <ul data-bbox="320 1492 1430 1769" style="list-style-type: none"> <li>- The work circumstances of the job: e.g. a water meter reader must like outside work.</li> <li>- The type of personality required: <ul style="list-style-type: none"> <li>. a bookkeeper must be accurate;</li> <li>. a customer relations officer must be friendly.</li> </ul> </li> <li>- The precise conditions of employment: salary, additional benefits, possibilities for promotion.</li> </ul> <p data-bbox="320 1805 1233 1832">Based on the job-description the director must determine:</p> <ul data-bbox="320 1868 1430 1959" style="list-style-type: none"> <li>- Which level of education is required to perform the job adequately.</li> <li>- How much work experience is required.</li> <li>- Which physical attributes are needed (e.g. heavy lifting).</li> </ul>	

4

1. 2. 3. 4. 5.

6. 7.

Module : RECRUITMENT AND SELECTION		Code : OBP 200
		Edition : 25-02-1985
Section 3 : TRAINING AIDS		Page : 01 of 01
Organizations need OBP 200/V 1	Men are different OBP 200/V 2	
<p>ORGANIZATIONS NEED...</p>		
A man is no machine OBP 200/V 3	Recruitment OBP 200/V 4	
	<p>WHEN THE DIRECTOR RECRUITS..</p> <p>HE MUST KNOW</p> <ul style="list-style-type: none"> <li>• Tasks</li> <li>• Work circumstances</li> <li>• Personality needed</li> <li>• Employment conditions</li> </ul> <p>HE MUST DETERMINE</p> <ul style="list-style-type: none"> <li>• Required education</li> <li>• Required experience</li> <li>• Physical attributes</li> </ul>	
	Recruitment and selection	OBP 200/H 1

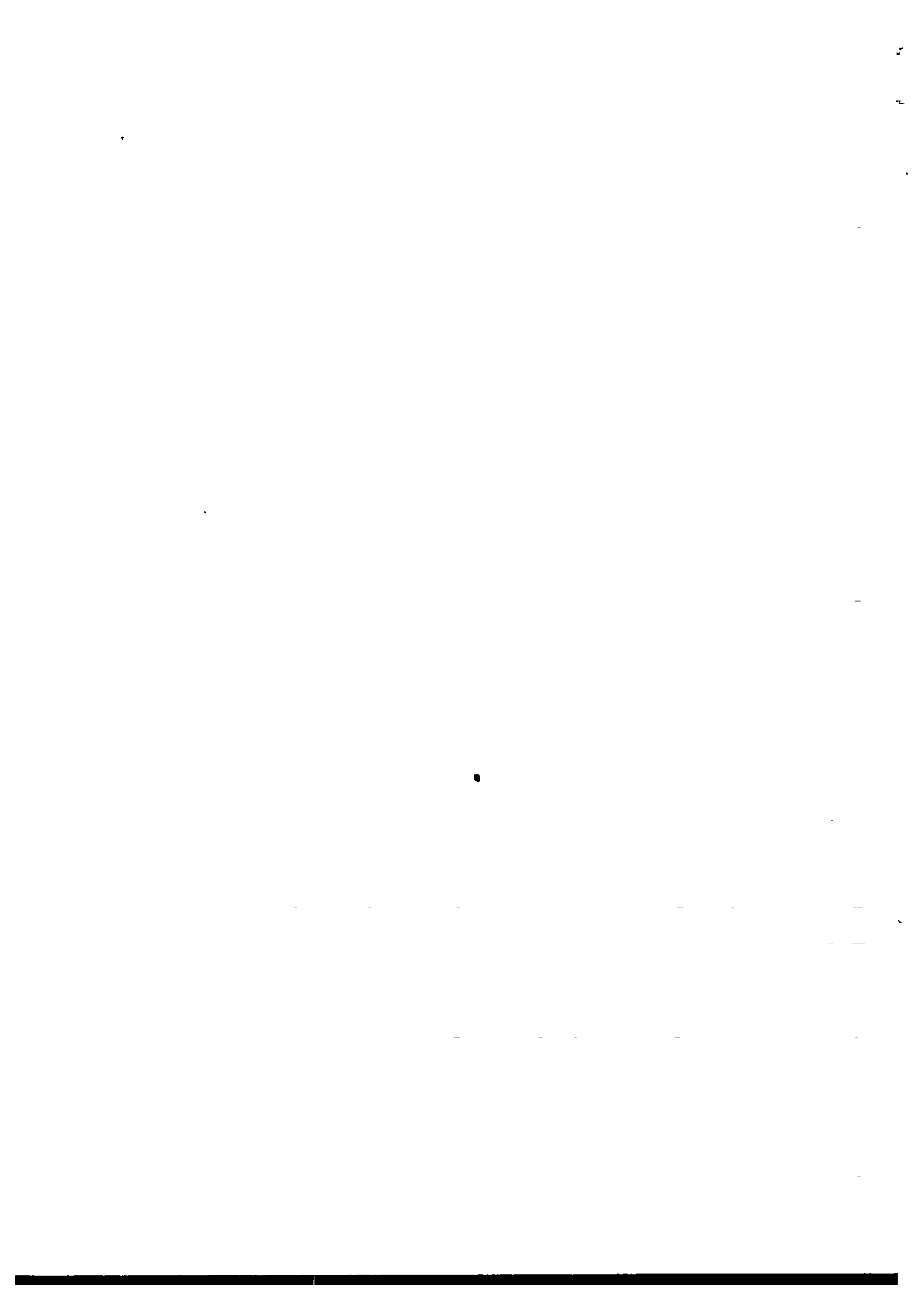




Module : RECRUITMENT AND SELECTION	Code : OBP 200
	Edition : 25-02-1985
Section 2 : S E S S I O N N O T E S	Page : 02 of 02
<p>- The enterprise needs good staff. Therefore the recruitment of new staff requires careful preparation</p> <p>4. Summary</p> <p>- Careful preparation is required for selecting and recruiting new employees.</p> <p>- A job description and other information is needed for the selection of candidates.</p>	<p>Give H 1</p>



Module : RECRUITMENT AND SELECTION	Code : OBP 200
	Edition : 25-02-1985
Section 2 : SESSION NOTES	Page : 01 of 02
<p>1. Introduction</p> <ul style="list-style-type: none"> <li>- The four essential elements in water supply operations are: <ul style="list-style-type: none"> <li>. men;</li> <li>. machines;</li> <li>. materials;</li> <li>. money.</li> </ul> </li> <li>- Men present more difficulties than machines and materials: <ul style="list-style-type: none"> <li>. not from a shop in standard sizes;</li> <li>. not plugged into electricity supply.</li> </ul> </li> </ul> <p>2. Recruitment</p> <ul style="list-style-type: none"> <li>- Staff selection requires preparation.</li> <li>- Director must know: <ul style="list-style-type: none"> <li>. duties to be carried out (from job description);</li> <li>. work circumstances;</li> <li>. type of personality required;</li> <li>. conditions of employment.</li> </ul> </li> <li>- Director must determine: <ul style="list-style-type: none"> <li>. required level of education;</li> <li>. required working experience;</li> <li>. physical attributes.</li> </ul> </li> </ul> <p>3. Application talks</p> <ul style="list-style-type: none"> <li>- Impress candidates by the efficiency of the enterprise.</li> <li>- Tips for the meeting: <ul style="list-style-type: none"> <li>. be on time;</li> <li>. do not let a candidate wait too long;</li> <li>. give information about the enterprise;</li> <li>. give information about the job;</li> <li>. give information about employment conditions;</li> <li>. have an organized office.</li> </ul> </li> </ul>	<p>Show V 1 (a-e)</p> <p>Show V 2 Show V 3</p> <p>Show V 4</p>



Module : RECRUITMENT AND SELECTION	Code : OBP 200
	Edition : 25-02-1985
Section 4 : H A N D O U T	Page : 02 of 02

Without knowing in detail what kind of a man the enterprise needs (required education, work experience and personal attributes) and what the enterprise can offer, it is difficult to select a suitable candidate.

### 3. APPLICATION TALKS

The meeting with a candidate for a job, is his first contact with the water enterprise.

He might work for years in the enterprise.

Therefore it is important that the candidate is impressed by the efficiency of the enterprise.

Tips for the meeting:

- Be on time.
- Do not let a candidate wait too long.
- Give information about the job.
- Give information about the enterprise.
- Have the information on employment conditions available.
- Have an organised office.

Do not forget that the enterprise needs good staff !

Therefore meetings with candidates require careful preparation.

### 4. SUMMARY

In selecting and recruiting new employees, careful preparation is required. On the basis of the job description and other information about the tasks, responsibilities, duties, working conditions, etc. a manager will be able to select the most appropriate candidate.

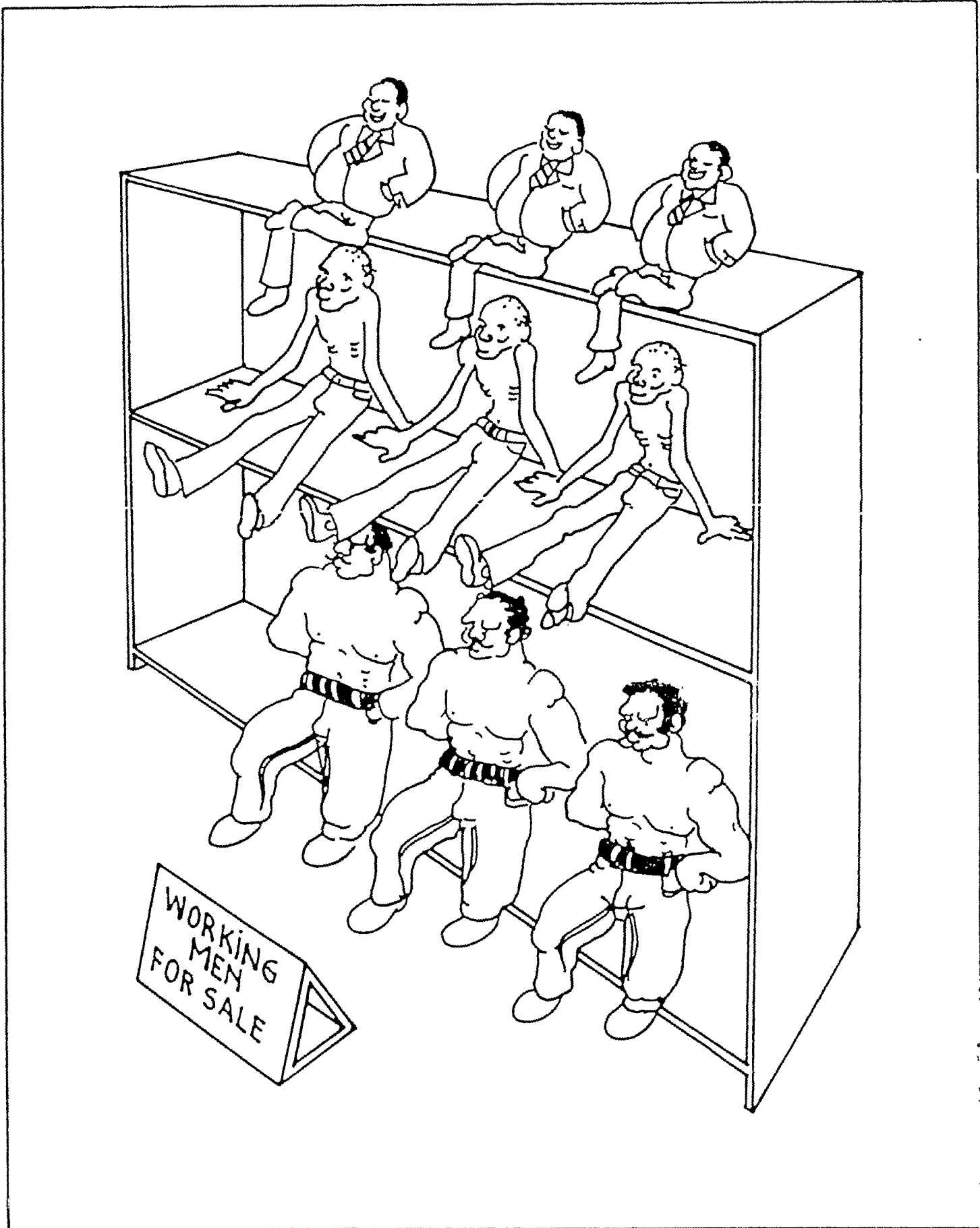
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Module : RECRUITMENT AND SELECTION	Code : OBP 200										
	Edition : 25-02-1985										
Annex : V I E W F O I L S	Page : 01 of 05										
<table> <thead> <tr> <th data-bbox="336 505 448 532">TITLE :</th> <th data-bbox="1086 505 1182 532">CODE :</th> </tr> </thead> <tbody> <tr> <td data-bbox="336 630 692 657">1. Organizations need</td> <td data-bbox="1086 630 1362 657">OBP 200/V 1 (a-e)</td> </tr> <tr> <td data-bbox="336 691 676 718">2. Men are different</td> <td data-bbox="1086 691 1267 718">OBP 200/V 2</td> </tr> <tr> <td data-bbox="336 752 676 780">3. Man is no machine</td> <td data-bbox="1086 752 1267 780">OBP 200/V 3</td> </tr> <tr> <td data-bbox="336 814 580 841">4. Recruitment</td> <td data-bbox="1086 814 1267 841">OBP 200/V 4</td> </tr> </tbody> </table>		TITLE :	CODE :	1. Organizations need	OBP 200/V 1 (a-e)	2. Men are different	OBP 200/V 2	3. Man is no machine	OBP 200/V 3	4. Recruitment	OBP 200/V 4
TITLE :	CODE :										
1. Organizations need	OBP 200/V 1 (a-e)										
2. Men are different	OBP 200/V 2										
3. Man is no machine	OBP 200/V 3										
4. Recruitment	OBP 200/V 4										









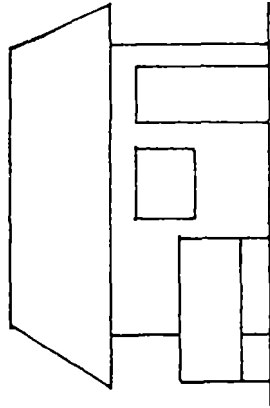
**ORGANIZATIONS NEED....**

**MACHINES**

**MONEY**

**MEN**

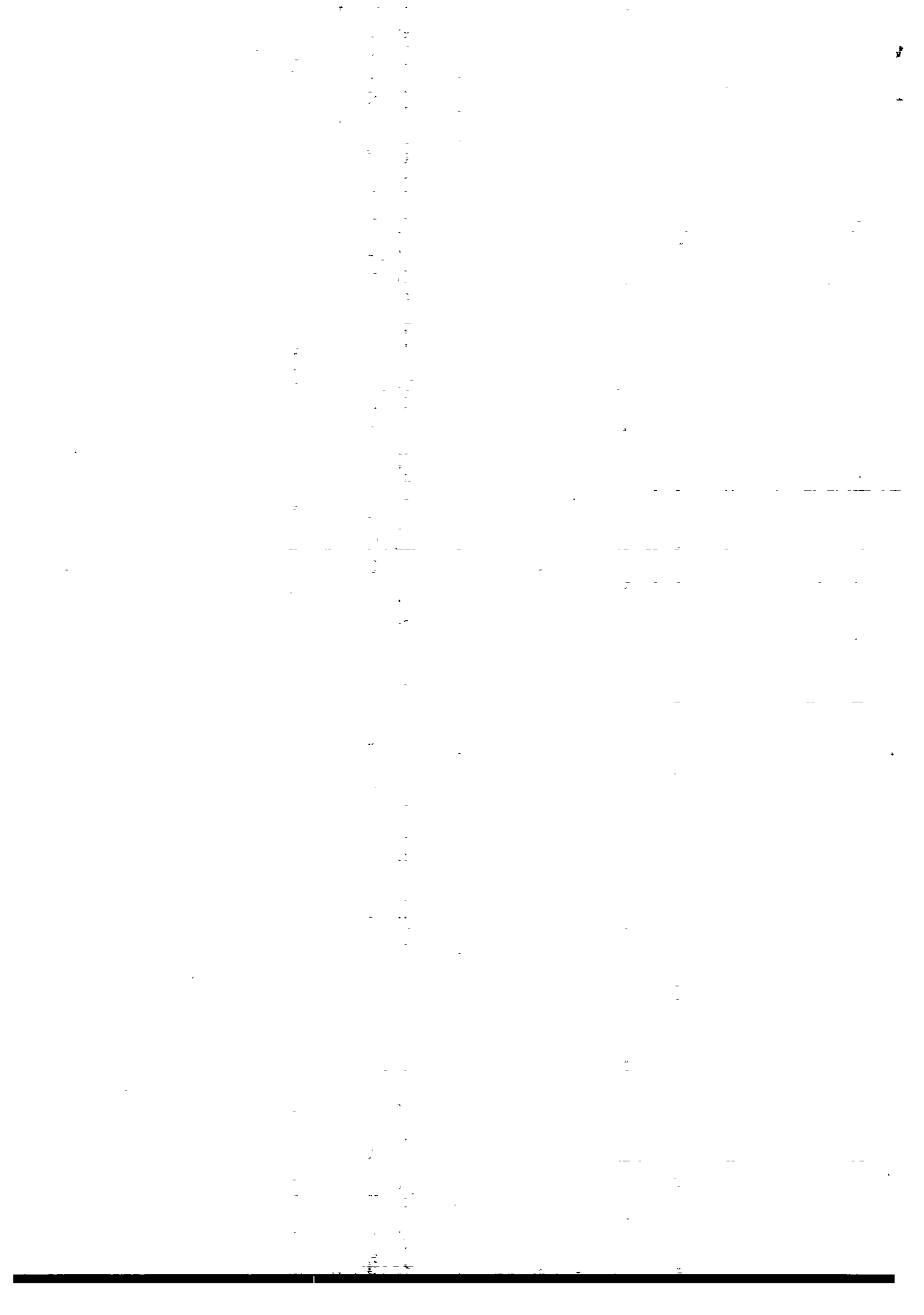
**MATERIALS**



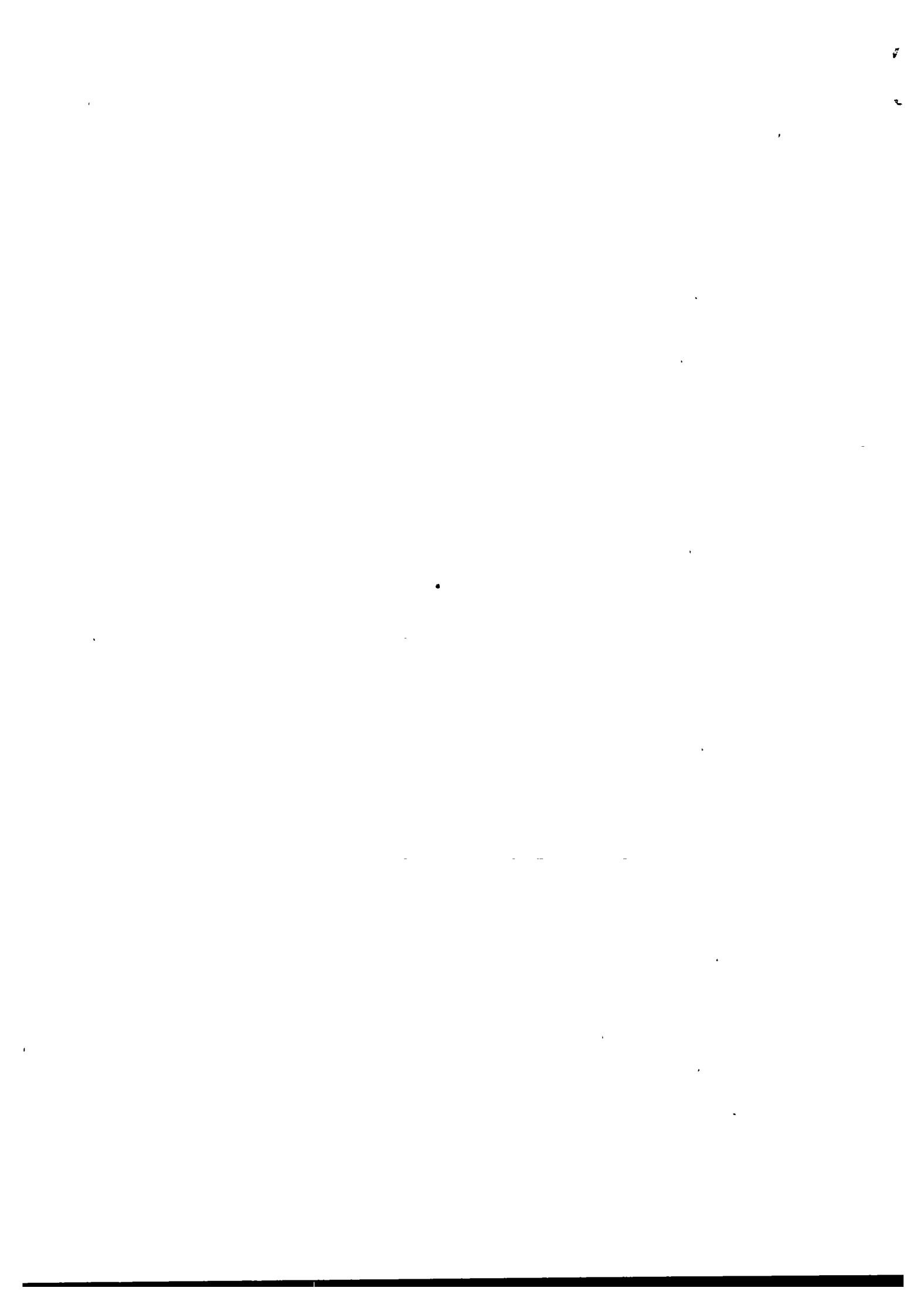




Module : TRAINING FOR NEW STAFF	Code : OBP 300
	Edition : 25-02-1985
Section 1 : INFORMATION SHEET	Page : 01 of 01/08
Duration :	45 minutes.
Training objectives :	After this session trainees will be able to: - explain the determination of training needs of new staff; - give an outline of a training programme for new employees.
Trainee selection :	- Director PDAM Head BPAM; - Head of Technical Department; - Head of Finance & Administration Department; - Head of Section General Administration & Personnel.
Training aids :	- Viewfoil : OBP 300/V 1 (a-c); - Exercise : OBP 300/E 1; - Handout : OBP 300/H 1.
Special features :	-
Keywords :	Training needs/staff introduction/training programme.

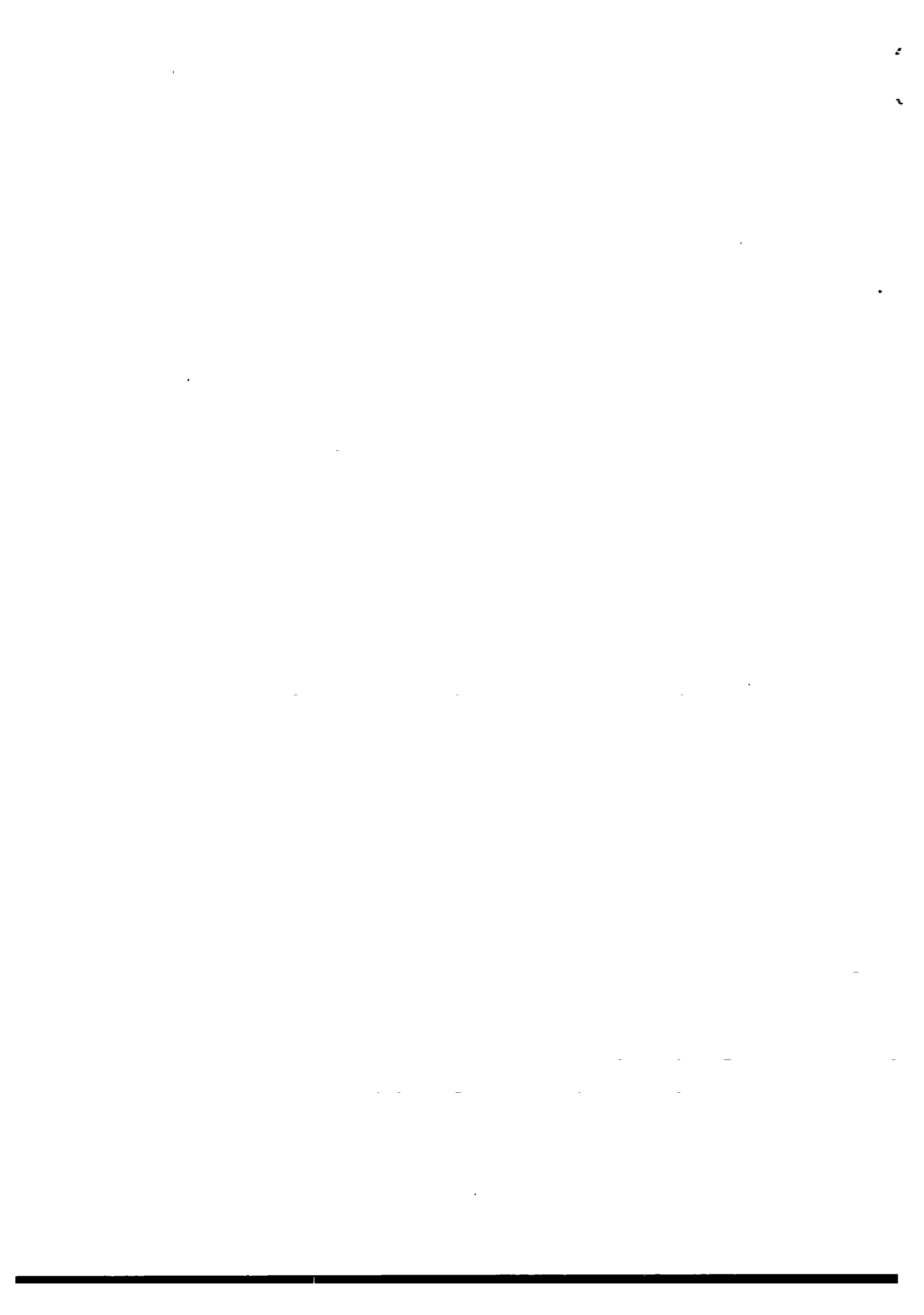


Module : TRAINING FOR NEW STAFF	Code : OBP 300
	Edition : 25-02-1985
Section 2 : SESSION NOTES	Page : 01 of 02
<p>1. Exercise</p> <ul style="list-style-type: none"> <li>- Distribute exercise "preparation of introduction programme".</li> <li>- Make exercise (15 minutes).</li> <li>- Discuss results .</li> </ul> <p>2. Introduction</p> <ul style="list-style-type: none"> <li>- New employees must: <ul style="list-style-type: none"> <li>. know what is expected from them;</li> <li>. learn how to do the new job;</li> <li>. become familiar with new people, procedures, machines, materials.</li> </ul> </li> <li>- New employees need training and guidance.</li> <li>- Often training and guidance are lacking; employees learn through their mistakes.</li> </ul> <p>3. Training needs of new staff</p> <ul style="list-style-type: none"> <li>- New employees need new knowledge and skills.</li> <li>- Exercise: write your name.</li> <li>- Preparation of training programme: <ul style="list-style-type: none"> <li>. what knowledge and skills are required;</li> <li>. assessment present knowledge and skills of newcomer;</li> <li>. determination of training needs.</li> </ul> </li> </ul> <p>4. Training programme</p> <ul style="list-style-type: none"> <li>- A Training programme should include: <ul style="list-style-type: none"> <li>. general information on the enterprise;</li> <li>. general information on all departments;</li> <li>. introduction to colleagues;</li> <li>. detailed information on what is expected from the newcomer;</li> <li>. introduction to the department in which the newcomer will work;</li> <li>. detailed instructions;</li> <li>. training sessions.</li> </ul> </li> </ul>	<p>Give E 1</p> <p>Show V 1 (a-c)</p>





Module : TRAINING FOR NEW STAFF	Code : OBP 300
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Section 2 : SESSION NOTES	Page : 02 of 02
<p>5. Summary</p> <p>--Training for each new employee is a necessary investment.</p>	Give H 1



Module : TRAINING FOR NEW STAFF		Code : OBP 300
		Edition : 25-02-1985
Section 3 : TRAINING AIDS		Page : 01 of 01
Preparation of introduction programme	OBP 300/E 1	Determining training needs
		OBP 300/V 1 (a-c)
		<div data-bbox="900 607 1119 936" data-label="Form"> <p>JOB DESCRIPTION</p> <ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> <li>• _____</li> <li>• _____</li> <li>• _____</li> <li>• _____</li> <li>• _____</li> <li>• _____</li> </ul> </div> <div data-bbox="1146 607 1365 936" data-label="Image"> </div>
		Training for new staff
		OBP 300/H 1

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Module : TRAINING FOR NEW STAFF	Code : OBP 300
	Edition : 25-02-1985
Section 4 : H A N D O U T	Page : 01 of 04

## 1. INTRODUCTION

Each new employee joining the water enterprise has to find his place in the enterprise. He must know what is expected from him and he must learn how to do his job. He must become familiar with new people, procedures, machines, and materials.

For this new employees need training and guidance.

However, in many instances new employees are not given any training or guidance. They must find out for themselves how to do their new job. They learn through their mistakes. This is an expensive way to learn. Equipment may be broken, materials may get lost, or financial reports may have to be rewritten. Through their mistakes newcomers may be disappointed in their performance and may lose self-confidence. Then the enterprise will be without the qualified and motivated staff it needs.

## 2. TRAINING NEEDS OF NEW STAFF

Newcomers in the water enterprise need new knowledge and skills to execute their new jobs adequately. In cases they already possess the required knowledge, they will still have to master new skills.

The difference between knowledge and skills is illustrated by the example below:

Write your name on a piece of paper as many times as you can in one minute. Then change hands with the pen and repeat the exercise (also for one minute). If you count the totals for each hand, you will find that your normal writing hand has produced a much higher total.

Both knowledge and skill are required to perform the task. The knowledge (one's name) is the same in both cases, but the skill is different in each hand. The hand most practised in writing the name is more skilled and produces a better performance.

For each new employee joining the water enterprise a special training programme should be prepared.

First it must be determined which knowledge and skills are required for the newcomer to perform his job adequately.

The newcomer's job description is used to help determine this.

Then the newcomer's existing knowledge and skills are assessed.

This can be done on the basis of the information from the application talks.

The difference between the newcomer's present ability and that needed for the job is his training need.



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Section 4 : H A N D O U T	Page : 02 of 04

### 3. TRAINING PROGRAMME

Now the training programme for the newcomer can be prepared. It should include:

- General information on the operations of the water enterprise; newcomers must understand the main characteristics of the enterprise. This information is given by the director and department heads.
- General information on the activities of all departments. Staff will perform better when they understand the relationships between their job and the other jobs which are carried out in the enterprise.
- Introduction to his colleagues: a newcomer feels alone in the organisation. He will be motivated by feeling accepted by his colleagues and by becoming a part of the organisation.
- Detailed information on what is expected of the newcomer; this is done by the newcomer's supervisor on the basis of his job description.
- Introduction to the department in which he will work; colleagues of the newcomer will give detailed information on specific tasks.
- Detailed instructions on his job; a special instructor can be assigned to the newcomer. He will train him and the newcomer can appeal with questions and difficulties to this person.
- Training sessions - on the job and off the job - to enable the newcomer to acquire the required knowledge and skills to perform his job adequately.

Depending on the job and the learning abilities of the newcomer, it may take two to six weeks to train a newcomer to the enterprise. If, after this training period, the performance of the newcomer is not as required, it should be checked whether he has received sufficient training and guidance; some aspects of his work might not have been covered in the training programme.

An extensive training programme for each new employee joining the water enterprise, is a necessary investment in order to have good job performance in the future.





Module : TRAINING FOR NEW STAFF	Code : OBP 300
	Edition : 25-02-1985
Section 4 : H A N D O U T	Page : 03 of 04
<p data-bbox="236 504 411 533"><b>4. SUMMARY</b></p> <p data-bbox="300 566 1414 719">To ensure adequate job performance, new staff must be introduced in the organization. They need guidance and training to acquire the necessary knowledge and skills. Their training needs need to be assessed and a training programme must be set-up (on the job/off the job). This training may take two to six weeks.</p>	

1. The first part of the document is a list of names.

2. The second part of the document is a list of names.



Module : TRAINING FOR NEW STAFF	Code : OBP 300
Section 4 : H A N D O U T (Exercise)	Edition : 25-02-1985
Page : 04 of 04	
<p style="text-align: center;">PREPARATION OF INTRODUCTION PROGRAMME</p> <p>A new head of the bookkeeping section will shortly join the water enterprise. You are instructed by the director to prepare a training-introduction programme for the new employee.</p> <p>Duration : 15 minutes.</p> <p style="text-align: center;">* * *</p>	



Module : TRAINING FOR NEW STAFF	Code : OBP 300
Annex : VIEWFOILS	Edition : 25-02-1985
Page : 01 of 02	
TITLE :  1. Determining training needs	CODE :  OBP 300/V 1 (a-c)











Module : <b>JOB PERFORMANCE AND TRAINING</b>	Code : OBP 400
	Edition : 25-02-1985
Section 1 : <b>INFORMATION SHEET</b>	Page : 01 of 01/06
Duration :	45 minutes.
Training objectives :	After the session trainees will be able to: - recite some causes of bad job performance; - explain how training needs can be identified; - list some training methods.
Trainee selection :	- Director PDAM/Head BPAM; - Head of Technical Department; - Head of Finance & Administration Department; - Head of Section General Administration & Personnel.
Training aids :	- Viewfoils : OBP 400/V 1-3 (a-c); - Handout : OBP 400/H 1.
Special features :	-
Keywords :	Job performance/training needs.

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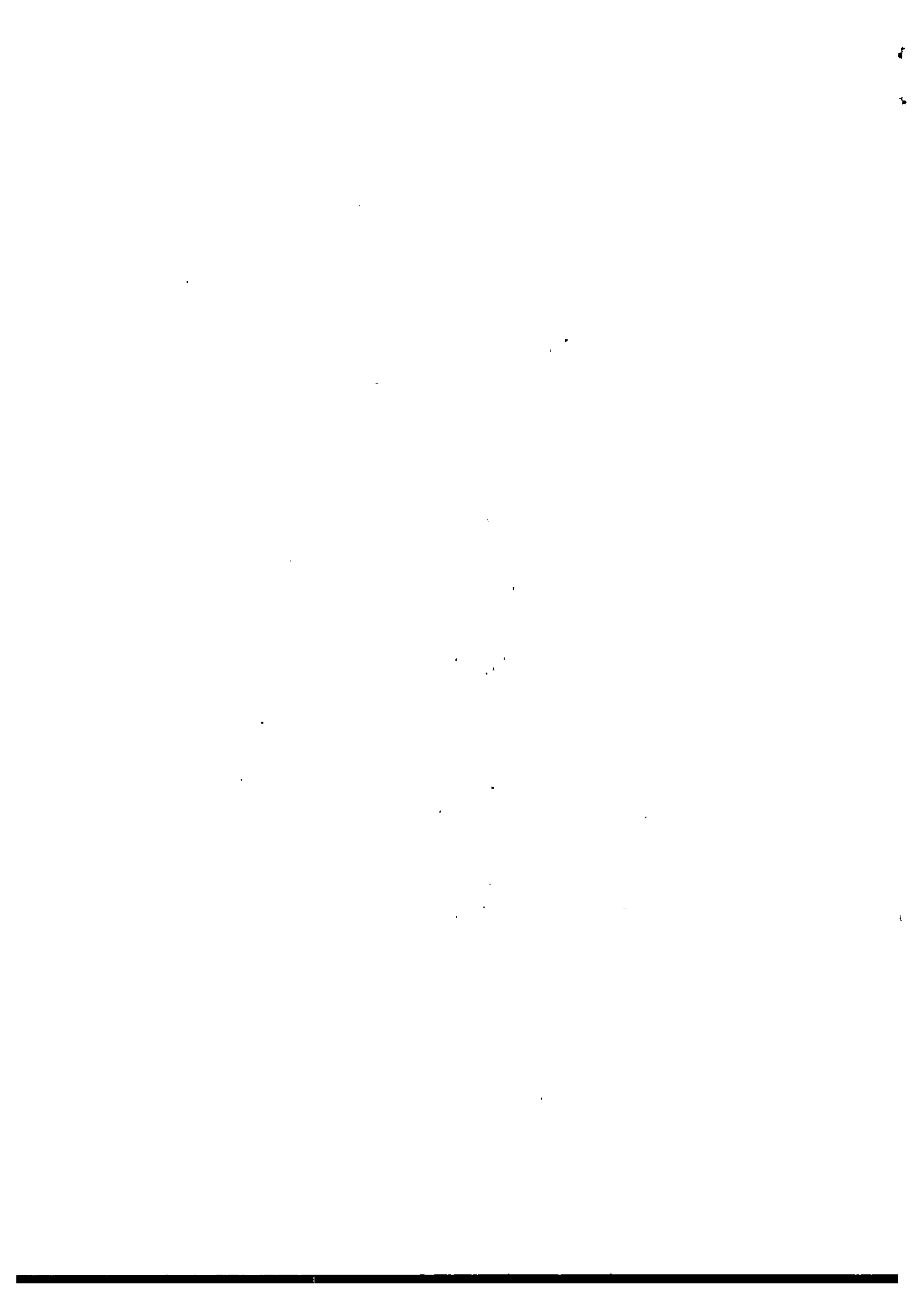
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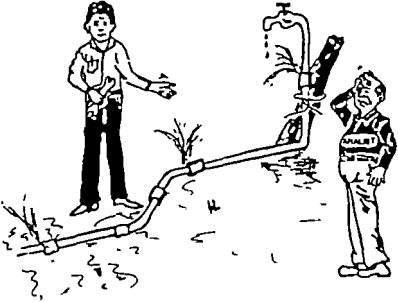



Module : JOB PERFORMANCE AND TRAINING	Code : OBP 400
	Edition : 25-02-1985
Section 2 : S E S S I O N N O T E S	Page : 01 of 02
<p>1. Introduction</p> <ul style="list-style-type: none"> <li>- Examples of bad job performance in the water enterprise: <ul style="list-style-type: none"> <li>. excessive use of chemicals;</li> <li>. excessive leakages in new connections;</li> <li>. delayed preparation of financial reports;</li> <li>. frequent breakdown in pumps.</li> </ul> </li> <li>- Ask : Give three reasons for excessive leakages in new connections.</li> <li>- Answer: <ul style="list-style-type: none"> <li>. poor workmanship;</li> <li>. inadequate supply of materials;</li> <li>. inadequate testing.</li> </ul> </li> </ul> <p>2. Causes of bad job performance</p> <ul style="list-style-type: none"> <li>- Bad performance may be caused by many other reasons than inadequate training of employees e.g.: <ul style="list-style-type: none"> <li>. lack of equipment or materials;</li> <li>. unclear procedures;</li> <li>. unclear instructions;</li> <li>. mis-match between the jobholder and the job;</li> <li>. unclear job description;</li> <li>. unclear organisation structure;</li> <li>. unrealistic performance standard.</li> </ul> </li> </ul> <p>3. Improving employee-caused bad performance</p> <ul style="list-style-type: none"> <li>- Analysis of activities of the employee should be carried out. Compare this with his actual performance. From comparison of these two, the training needs of the employee become clear.</li> <li>- Decide how training needs can be solved.</li> <li>- Ask : What can be done to improve employee caused bad performance.</li> <li>- Discuss answers ; stress the importance of informal training on the job.</li> </ul>	<p>Show V 1</p> <p>Show V 2</p> <p>Show V 3 (a-c)</p> <p>Write on whiteboard</p>



Module : JOB PERFORMANCE AND TRAINING	Code : OBP 400
	Edition : 25-02-1985
Section 2 : SESSION NOTES	Page : 02 of 02
<p>4. Training needs in an expanding water enterprise</p> <p>In an expanding water enterprise, employees should not only perform their present job adequately, but should be prepared and trained for future developments in their job.</p> <p>5. Summary</p> <ul style="list-style-type: none"> <li>- Causes of bad job performance:             <ul style="list-style-type: none"> <li>. conditions</li> <li>. employee.</li> </ul> </li> <li>- Reasons for training:             <ul style="list-style-type: none"> <li>. to improve employee-caused bad performance;</li> <li>. to prepare employee for future development.</li> </ul> </li> </ul>	<p>Explain on whiteboard</p> <p>Give H 1</p>



Module : JOB PERFORMANCE AND TRAINING		Code : OBP 400
		Edition : 25-02-1985
Section 3 : TRAINING AIDS		Page : 01 of 01
<p>Bad performance examples OBP 400/V 1</p> <p>EXAMPLES OF BAD PERFORMANCE</p> <ul style="list-style-type: none"> <li>- TOO MANY CHEMICALS</li> <li>- TOO MANY LEAKAGES</li> <li>- TOO MANY BREAKDOWNS</li> <li>- TOO LATE REPORTS</li> <li>- ....</li> </ul>	<p>Performance of employee OBP 400/V 2</p> 	
<p>Determining training needs OBP 400/V 3 (a-c)</p> <div style="display: flex; justify-content: space-around;"> <div data-bbox="296 1160 523 1487"> <p>JOB DESCRIPTION</p> <ul style="list-style-type: none"> <li>• _____</li> <li>• _____</li> <li>• _____</li> <li>• _____</li> <li>• _____</li> <li>• _____</li> <li>• _____</li> <li>• _____</li> </ul> </div> <div data-bbox="549 1160 769 1487"> <p>TRAINING NEEDS</p>  </div> </div>		
	<p>Job performance and training OBP 400/H 1</p>	







Module : JOB PERFORMANCE AND TRAINING	Code : OBP 400
Section 4 : H A N D O U T	Edition : 25-02-1985 Page : 01 of 02
<p><b>1. INTRODUCTION</b></p> <p>No organization is perfect. In all organizations bad performance occurs from time to time.</p> <p>Cases of bad job performance occur in the water enterprise too. Examples are:</p> <ul style="list-style-type: none"><li>- Excessive use of chemicals.</li><li>- Excessive leakages in new connections.</li><li>- Delayed preparation of financial reports.</li><li>- Frequent breakdown of pumps.</li></ul> <p><b>2. CAUSES OF BAD JOB PERFORMANCE</b></p> <p>Often, it is immediately concluded that an employee needs training to improve bad job performance. This is not always correct. Bad job performance may be caused by other reasons than deficiencies in knowledge or inadequate skills of the employees. Bad job performance can also be caused by enterprise management. Examples are:</p> <ul style="list-style-type: none"><li>- Lack of equipment or materials.</li><li>- Unclear procedures.</li><li>- Unclear instructions.</li><li>- Mis-match between the jobholder and the job.</li><li>- Unclear job descriptions.</li><li>- Unclear organisation structure.</li><li>- Unrealistic performance standards.</li></ul> <p>Bad job performance caused by employees can be solved by training. However, bad job performance caused by poor management performance can only be solved by improving management. Improvements may include new procedures, better communication, new job descriptions, revised organisation structure, improved planning, new performance standards, improved supply of materials etc.</p> <p><b>3. IMPROVING EMPLOYEE-CAUSED BAD PERFORMANCE</b></p> <p>If a case of bad job performance occurs which is caused by an employee, the activities of the employee should be analysed:</p> <ul style="list-style-type: none"><li>- What should be done by the employee ?</li><li>- How should he do it ?</li></ul> <p>This must then be compared with:</p> <ul style="list-style-type: none"><li>- What does the employee actually do ?</li><li>- and, how does he do it ?</li></ul>	



Module : JOB PERFORMANCE AND TRAINING	Code : OBP 400
	Edition : 25-02-1985
Section 4 : H A N D O U T	Page : 02 of 02

Through this comparison it becomes clear what parts of the job are being performed inadequately and need improvement.

In a number of cases performance can be improved through training. Once the training needs of the employee are clear, it must be determined how training will be given:

- Are training courses readily available ?
- Must training take place inside or outside the enterprise ?
- Must training take place on the job or class-room training ?
- Can training be carried out through discussions and informal talks?

After selecting the most appropriate training method(s), training can be implemented. After training it must be checked whether the employee is now able to perform his job adequately. If this is not the case, and if additional training efforts still do not result in adequate job performance, the employee should be replaced.

#### 4. TRAINING NEEDS IN AN EXPANDING WATER ENTERPRISE

In an expanding water enterprise the activities of enterprise staff change. The work load does not only increase, but also becomes more complicated. The activities of the head of the Finance department of PDAM Jakarta differ from those of the head of the Finance department of a small enterprise. The expansion of the enterprise requires new know-how and new skills. The manager of the enterprise must ensure that enterprise staff cannot only perform their present job, but are also prepared for future changes in their job. Good job performance today does not guarantee good job performance in the future. The development of individual employees must be linked with the development of the water enterprise.

#### 5. SUMMARY

To improve bad job performance training is not always a good solution.

In many cases lack of material, unclear procedures etc., may be to blame. However, employee-caused bad performance can often be improved through on-the-job or off-the-job training.

Training is also required to prepare staff for future development or for higher positions.

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Module : JOB PERFORMANCE AND TRAINING	Code : OBP 400								
	Edition : 25-02-1985								
Annex : V I E W F O I L S	Page : 01 of 04								
<table> <thead> <tr> <th data-bbox="326 504 435 533">TITLE :</th> <th data-bbox="1078 504 1172 533">CODE :</th> </tr> </thead> <tbody> <tr> <td data-bbox="326 593 776 627">1. Bad performance examples</td> <td data-bbox="1078 593 1254 627">OBP 400/V 1</td> </tr> <tr> <td data-bbox="326 660 760 694">2. Performance of employee</td> <td data-bbox="1078 660 1254 694">OBP 400/V 2</td> </tr> <tr> <td data-bbox="326 728 807 761">3. Determining training needs</td> <td data-bbox="1078 728 1348 761">OBP 400/V 3 (a-e)</td> </tr> </tbody> </table>		TITLE :	CODE :	1. Bad performance examples	OBP 400/V 1	2. Performance of employee	OBP 400/V 2	3. Determining training needs	OBP 400/V 3 (a-e)
TITLE :	CODE :								
1. Bad performance examples	OBP 400/V 1								
2. Performance of employee	OBP 400/V 2								
3. Determining training needs	OBP 400/V 3 (a-e)								



# EXAMPLES OF BAD PERFORMANCE

- ~ TOO MANY CHEMICALS
- ~ TOO MANY LEAKAGES
- ~ TOO MANY BREAKDOWNS
- ~ TOO LATE REPORTS
- ~ .....

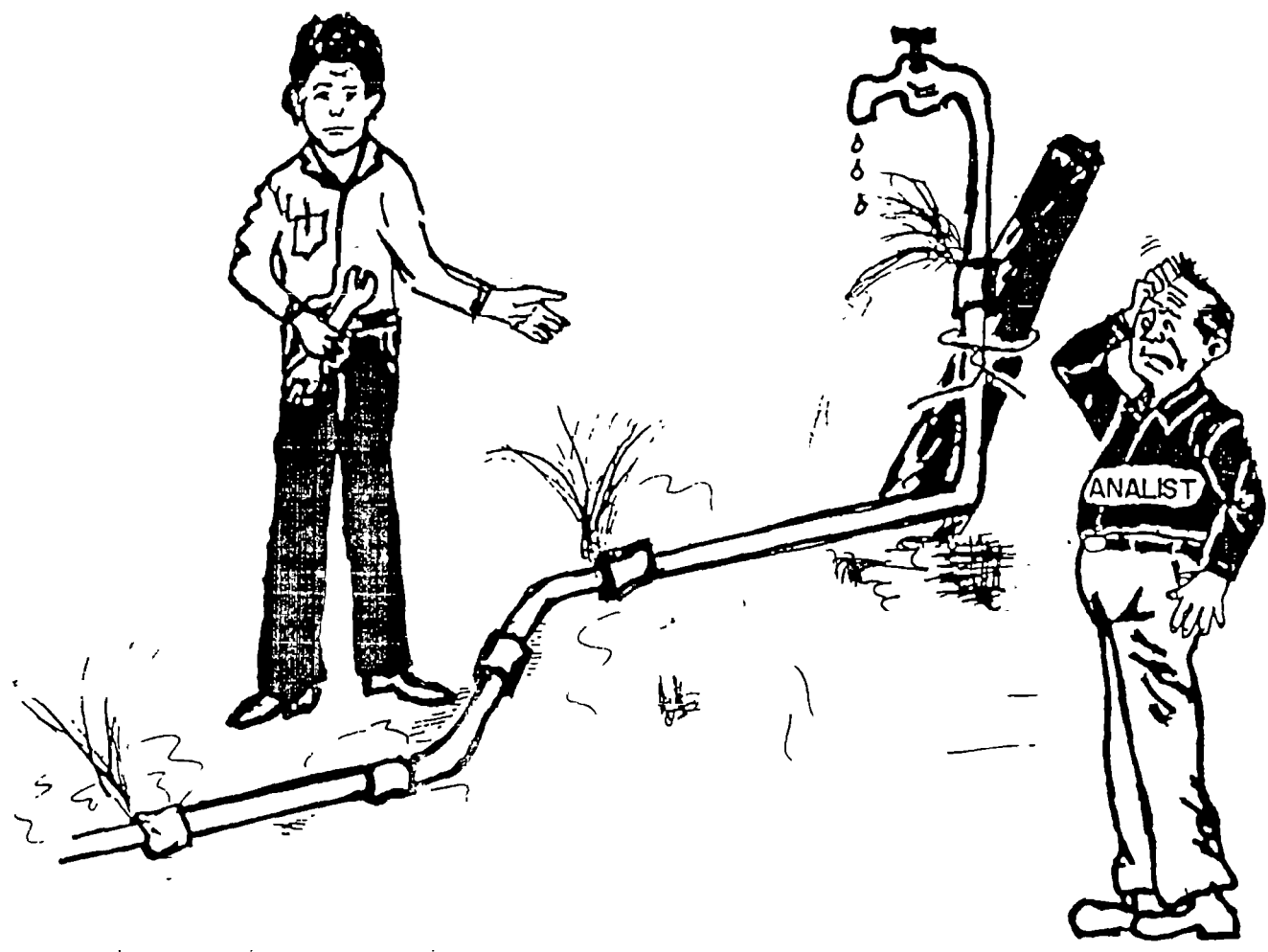
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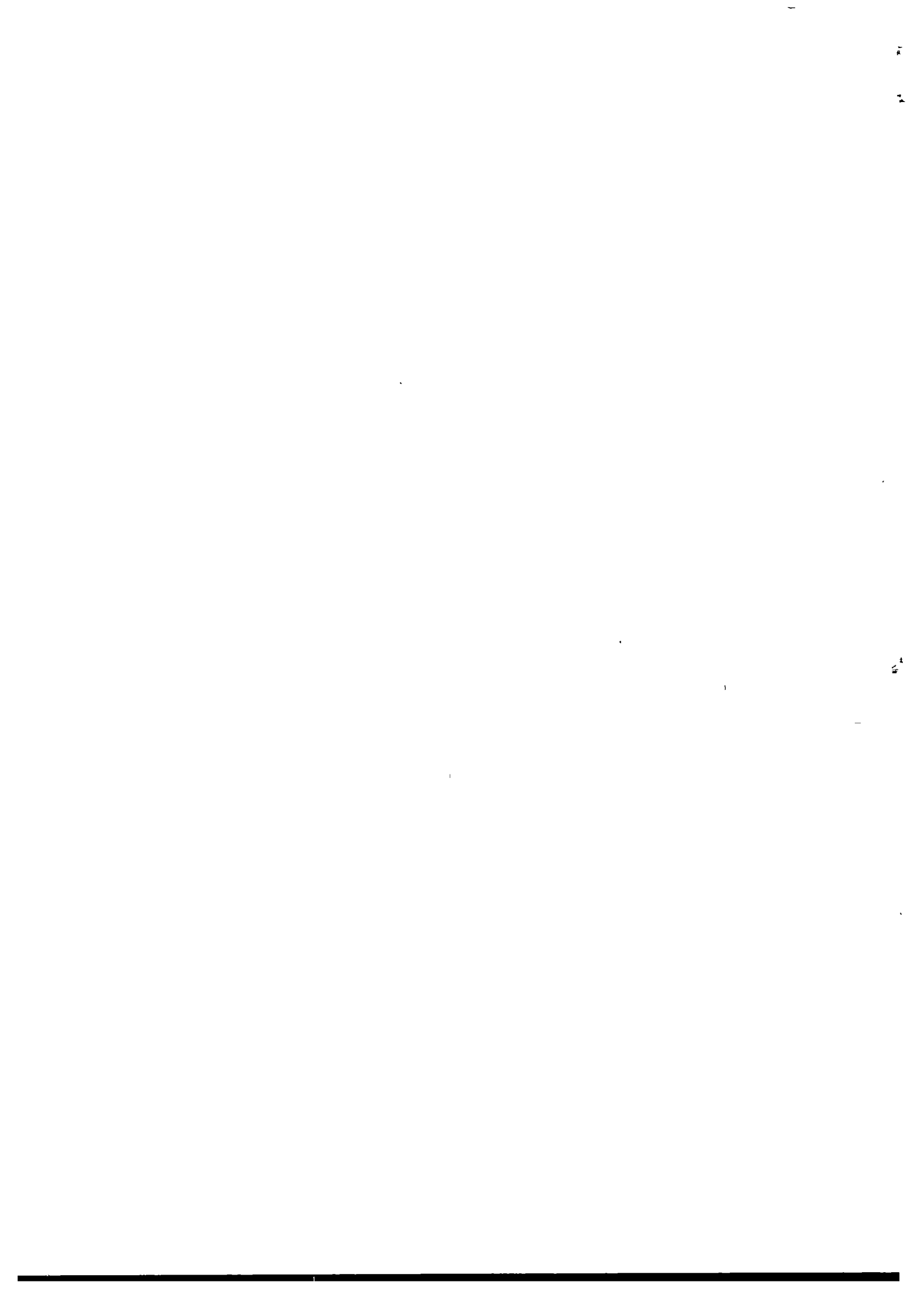














Module : CUSTOMER INFORMATION		Code : OBC 300
		Edition : 19-04-1985
Section 1 : INFORMATION SHEET		Page : 01 of 01/07
Duration :	45 minutes.	
Training objectives :	After this session trainees will be able to: - list main information needs of consumers; - give examples of communication methods for customers information.	
Trainee selection :	- Director PDAM/Head of BPAM; - Heads of Finance & Administration Department; - Head of Section Consumer Relations.	
Training aids :	- Examples of brochures and advertisements; - Viewfoil : OBC 300/V 1; - Handout : OBC 300/H 1.	
Special features :	-	
Keywords :	Customer information.	



Module : CUSTOMER INFORMATION	Code : OBC 300
	Edition : 19-04-1985
Section 2 : S E S S I O N N O T E S	Page : 01 of 02
<p>1. Introduction</p> <p>People need safe water and the enterprise needs consumers. To promote water sales, enterprise staff should:</p> <ul style="list-style-type: none"> <li>- Be aware of consumers-need for water and the enterprise need for revenues.</li> <li>- Be active in attracting new costumers.</li> <li>- Promote the consumption of safe water and give proper information to future costumers.</li> </ul> <p>2. Information needs of customers</p> <ul style="list-style-type: none"> <li>- Ask: What information does the customers need?</li> <li>- Discuss answers.</li> <li>- Explain: <u>People need information on:</u></li> </ul> <p>SAFE WATER SUPPLY: drinking safe water reduces the occurence of water borne diseases.</p> <p>WATER TARIFF: average expenditures on water, water meter reading etc.</p> <p>HOUSE CONNECTION FEE: price of pipe, taps, water meter etc.; payment conditions.</p> <p>HOUSE CONNECTION CONSTRUCTION WORKS: time schedule for each area.</p> <p>APPLICATION FOR A NEW CONNECTION: detailed information on how to apply for a new connection.</p> <p>WATER USE: information on practices in water use; bad habits, contamination, improvement of hygiene etc.</p>	<p>List answers on white-board</p> <p>Show V 1</p>





Module : CUSTOMER INFOMATION	Code : OBC 300
	Edition : 19-04-1985
Section 2 : S E S S I O N N O T E S	Page : 02 of 02
<p><b>3. Information supply to customers</b></p> <ul style="list-style-type: none"> <li>- A brochure for future consumers with detailed information on water supply conditions.</li> <li>- Advertisement in local newspaper: general information.</li> <li>- Direct information to the public by water promotion teams.</li> <li>- Information through local authority (for example RT).</li> </ul> <p>A mixture of methods will be necessary to transmit a variety of messages. Simple language and attractive lay-out improve the clarity of the message.</p> <p><b>4. Summary</b></p> <ul style="list-style-type: none"> <li>- The water enterprise can give information to (future) customers through: <ul style="list-style-type: none"> <li>. Publications</li> <li>. Announcements</li> <li>. Lectures</li> <li>. Plans.</li> </ul> </li> <li>- The information should be easy to understand.</li> </ul>	<p>Show brochures</p> <p>Show advertisements</p> <p>Give H 1</p>



Module : CUSTOMER INFORMATION	Code : OBC 300
Section 3 : TRAINING AIDS	Edition : 19-04-1985
<p>Customer information OBC 300/V 1</p> <p>CUSTOMERS NEED INFORMATION</p> <ul style="list-style-type: none"> <li>• Water use</li> <li>• Water supply</li> <li>• Water tariff</li> <li>• Connection date</li> <li>• Connection fee</li> <li>• Application procedure</li> <li>• . . . .</li> </ul>	
	Customer information OBC 300/H 1

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Module : CUSTOMER INFORMATION	Code : OBC 300
	Edition : 19-04-1985
Section 4 : H A N D O U T	Page : 01 of 03

## 1. INTRODUCTION

People need safe water for drinking, cooking, bathing, washing, and religious use. The water enterprise needs consumers. Only through the sales of water, the enterprise will get the necessary funds to cover its expenses.

Enterprise staff should:

- Be aware of the consumers' need for water and the need of the enterprise for revenues.
- Not wait for new consumers to apply for a connection, but should be active in attracting new consumers.
- Should promote the consumption of safe water and should inform future customers of the advantages of the consumption of safe water and the conditions of water supply.

## 2. INFORMATION NEEDS OF CUSTOMERS

People need information on a large number of different subjects, for example on:

### Water supply

Consumers must know that through the consumption of safe water the occurrence of water borne diseases is considerably reduced. Examples of these diseases are : thyphoid, diarrhea, and skin diseases. They should know that the water delivered to the houses is treated and is regularly controlled.

### Water tariff

Consumer must pay for the water they consume.

Each house will have its own water meter from which the water consumption is recorded.

Each month the consumer will receive a bill for the water consumed.

People want to know how much they will spend on water.

The enterprise should not only present the information on the water tariff in terms of Rp. per m<sup>3</sup>. The tariff should also be explained in a form which can easily be understood by the consumer: e.g. a family of 3 adults and 4 children which uses water for drinking, cooking, bathing and washing, spends in average Rp. 1.500 per month.

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Module : CUSTOMER INFORMATION	Code : OBC 300
	Edition : 19-04-1985
Section 4 : H A N D O U T	Page : 02 of 03
<p><b>House connection fee</b></p> <p>Information must be given on the house connection fee. This should include price of the water meter, price per meter pipe, taps etc. Further it must be explained that the connection fee can be paid in installments. Information must include the period of payment and the number of installments.</p> <p><b>House connection construction works</b></p> <p>The enterprise gives information on the schedule planned for house connection construction works. The date on which construction work will begin in each area and the sequence of areas to be covered. Future consumers must know when they can expect their house connection.</p> <p><b>Application for a new house connection</b></p> <p>Detailed information is given on what people must do to apply for a connection.</p> <p><b>Water use</b></p> <p>The water enterprise delivers safe water to the house through the house connection. This does not guarantee that the consumer consumes safe water. Bad habits of the consumer can cause that the safe water delivered by the water enterprise is contaminated. Examples of these bad habits are: unhygienic kitchen practices, a dirty "bak mandi" or bucket, unhygienic personal practices.</p> <p>Public Taps require special attention. A proper drainage system must be constructed. The Public Tap must be protected from animals and must not be used for washing. People must collect the water at the Public Tap and must use the water at their house. The water enterprise should also give detailed information on water use.</p>	

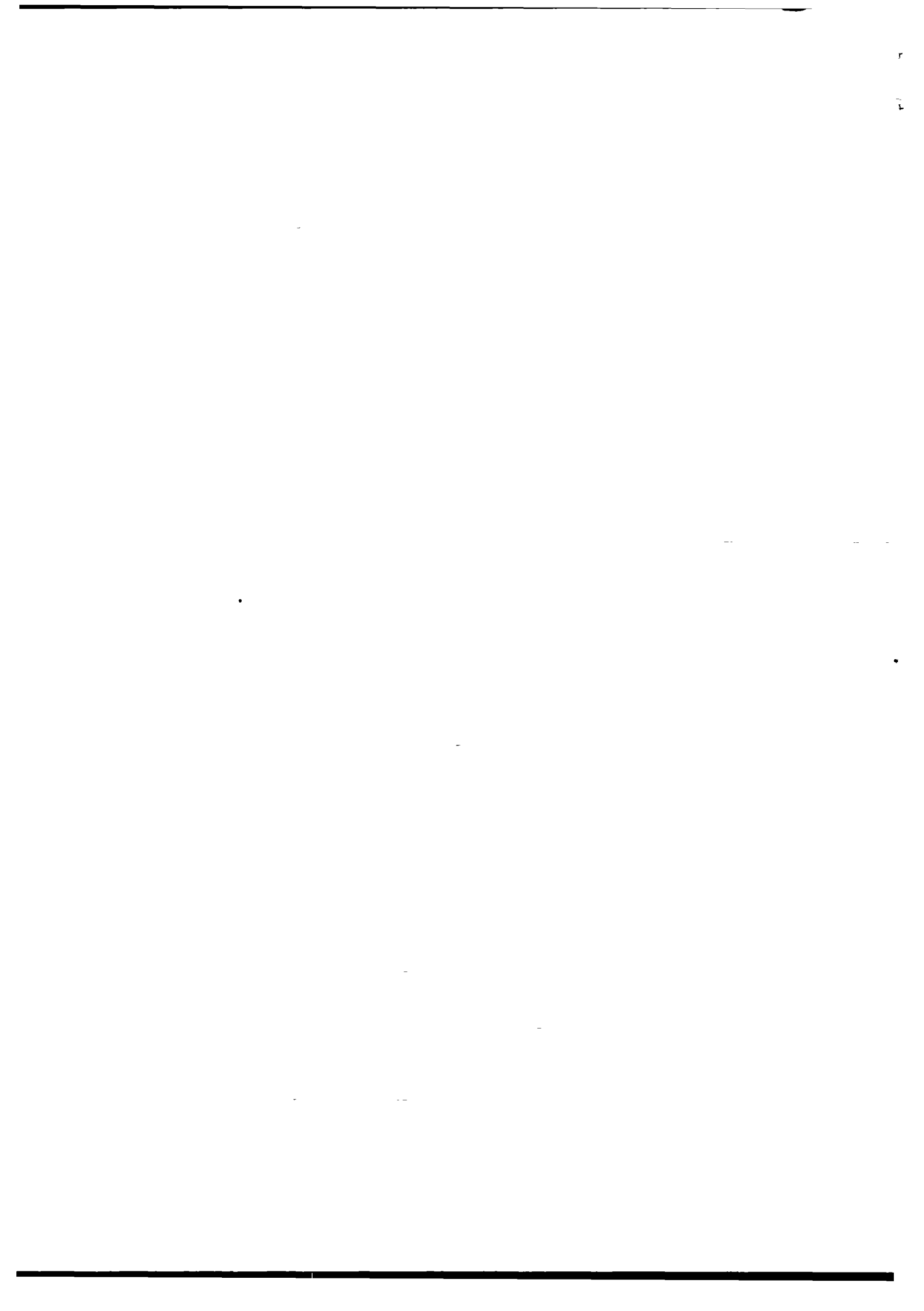




Module : CUSTOMER INFORMATION	Code : OBC 300
Section 4 : H A N D O U T	Edition : 19-04-1985
Page : 03 of 03	
<p data-bbox="277 488 845 515"><b>3. INFORMATION SUPPLY TO CUSTOMERS</b></p> <p data-bbox="341 551 1461 672">The Water Enterprise (the sender) must inform the general public (the receiver) of the different aspects of water supply (the messages). The enterprise must select with care the methods to send the messages. Examples of these methods are :</p> <ul data-bbox="341 703 1461 1016" style="list-style-type: none"> <li>- A brochure for future consumers with detailed information on conditions of water supply.</li> <li>- Advertisements in the local newspaper with general information.</li> <li>- Water promotion teams which give direct information to the public on the advantages of the consumption of safe water.</li> <li>- Information through the local authority (RT) on house connection construction plans.</li> </ul> <p data-bbox="341 1048 1461 1137">Due to the variety of messages to be transmitted and the size of the areas to be covered, the enterprise will not select a single method of communication, but will opt for a mixture of methods.</p> <p data-bbox="341 1169 1461 1321">The Water Enterprise communicates with the general public. Therefore the language used in water promotion/information material should be simple and the layout of the material should be attractive. Simple language and an attractive layout improve the clarity of the message.</p> <p data-bbox="277 1420 456 1447"><b>4. SUMMARY</b></p> <p data-bbox="341 1482 1461 1572">To satisfy the information needs of (future) customers on health, costs, procedures, etc. the water enterprise can be active in general ways :</p> <ul data-bbox="341 1576 600 1697" style="list-style-type: none"> <li>- Publications;</li> <li>- Announcements;</li> <li>- Lectures;</li> <li>- Plans.</li> </ul> <p data-bbox="341 1729 1461 1796">In doing so, the enterprise must avoid technical language, since the information is intended for the general public.</p> <p data-bbox="826 1854 912 1881" style="text-align: center;">* * *</p>	



Module : CUSTOMER INFORMATION	Code : OBC 300				
	Edition : 19-04-1985				
Annex : V I E W F O I L S	Page : 01 of 02				
<table> <tr> <td data-bbox="336 517 1070 546">TITLE :</td> <td data-bbox="1086 517 1453 546">CODE :</td> </tr> <tr> <td data-bbox="336 607 1070 637">1. Customer information needs</td> <td data-bbox="1086 607 1453 637">OBC 300/V 1</td> </tr> </table>		TITLE :	CODE :	1. Customer information needs	OBC 300/V 1
TITLE :	CODE :				
1. Customer information needs	OBC 300/V 1				



## **CUSTOMERS NEED INFORMATION**

- **Water use**
- **Water supply**
- **Water tariff**
- **Connection date**
- **Connection fee**
- **Application procedure**
- **. . . .**





