

Procedures

In writing Procedures, do not take your eyes off the ball, so to speak. Keep the assignment question/exam question in mind, refer to it, and ensure that your Procedures have a direct bearing on the question asked/the problem or issues under investigation. Procedures should help you to gather information that will ultimately solve the problems or issues being investigated.

Provide at least 3 different procedures. A maximum of 5 is preferable. By different procedures I mean that do not use meetings only, or interviews only. A mix of these will show that you engaged with the content and have understood it. Although it is good to research and explore other methods, try to use the procedures shown in the Study Guide.

- Examples of procedures include: Questionnaires, Interviews, Consultations, Meetings, Literature review, Document analysis, Personal visits, and Observations.

Use the past tense to phrase procedures. Procedures should be written in the past tense because you would already have carried them out by the time you submit your report. Understood? In phrasing procedures, do not get lost in long sentences that obscure your meaning. To be safe, begin your sentence with the Procedure itself. Instead of saying "The manager and sales representatives were called to a meeting to discuss 1, 2, and 3" rather say "A meeting was held with the manager and sales representatives to discuss 1, 2, and 3". Both phrases are correct but the latter is safer as the Procedure is apparent and the tense follows immediately after the Procedure, therefore you would not get lost. A word of caution: surveys are *conducted*, not *distributed*, or *sent to*.

I digress. Look at the problems or issues that must be investigated and, using your Procedures, engage the problems or issues directly. Do not investigate aspects that are not in the assignment/exam instructions. Just like Terms of Reference, Procedures can usually be sourced from the assignment/exam question itself.

Below are the instructions for assignment 02. We take the background information and dissect it to extract Procedures.

BACKGROUND

You are employed as the Human Resource Manager at Radical Solutions. At a recent management meeting, the increasing number of complaints received from the staff, about their health and safety risks in the workplace, was raised. Management was concerned that these alleged claims could have impacted on the morale, attendance and productivity of the staff in the company.

Procedure 1

Interrogate/investigate the working conditions of employees. You can have a meeting with representatives/shop stewards of the workers, interview the employees directly or hold consultations with the union representatives. Alternatively, you could send employees a questionnaire.

You were commissioned to investigate the working conditions of employees at Radical Solutions.

Procedure 2

This could be investigated to establish whether indeed such risks exist. Documents could be requested from relevant departments and persons, and analysed. How about comparisons with other similar institutions?

Possible areas suggested for the investigation included health and safety risks related to staff

Here you are provided with more direct information for which you could provide procedures. How about a procedure for each of these aspects:

1. Health and safety risks
2. Allocation and working hours
3. Available office space
4. Availability (or lack of) equipment and amenities
5. Staff attendance and causes of resignations?

Procedure 3

How about a task team to conduct a site visit or observation?

allocation and working hours; the use of available office space; equipment and available amenities;

Procedure 4

There is low employee morale. As a result there is poor staff attendance and an increase in resignations. Why not interview employees to establish why they dislike their jobs? Alternatively you could hire an expert to conduct a survey.

staff attendance and resignations.

As should be obvious, Procedures involve you asking pertinent questions to try and solve the problem or issues being investigated. In phrasing Procedures, always mention the purpose which this procedure aimed to achieve/the information it sought to extract. For example, do not simply say "a meeting was held with the shop steward". Go further and explain the purpose of this meeting. Explain the 'Why' thereof. Why was this meeting held. Look at this Procedure: "a meeting was held with the shop steward to establish the extent of staff complaints". Can you see the purpose of this meeting?

The report should also include recommendations to the Executive Management Committee. A complete and comprehensive formal report should be submitted to the Chief Executive Officer, Mr N. Patlane, by 30 April 2018.

A little help with phrasing Procedures:

Questionnaires were distributed to employees of Radical Solutions to determine ... Interviews were held with all shop stewards to understand ... A task team of five members conducted a site inspection/site visit of the manufacturing division ... Mr Know-all, a marketing expert, was consulted to obtain ... Ms Always-right, from the Do-no-Harm Institute, assisted with analysis of the requisite rules and regulations A meeting was held with representatives from the Aluta Workers Union to discuss possible changes in the health and safety strategy.