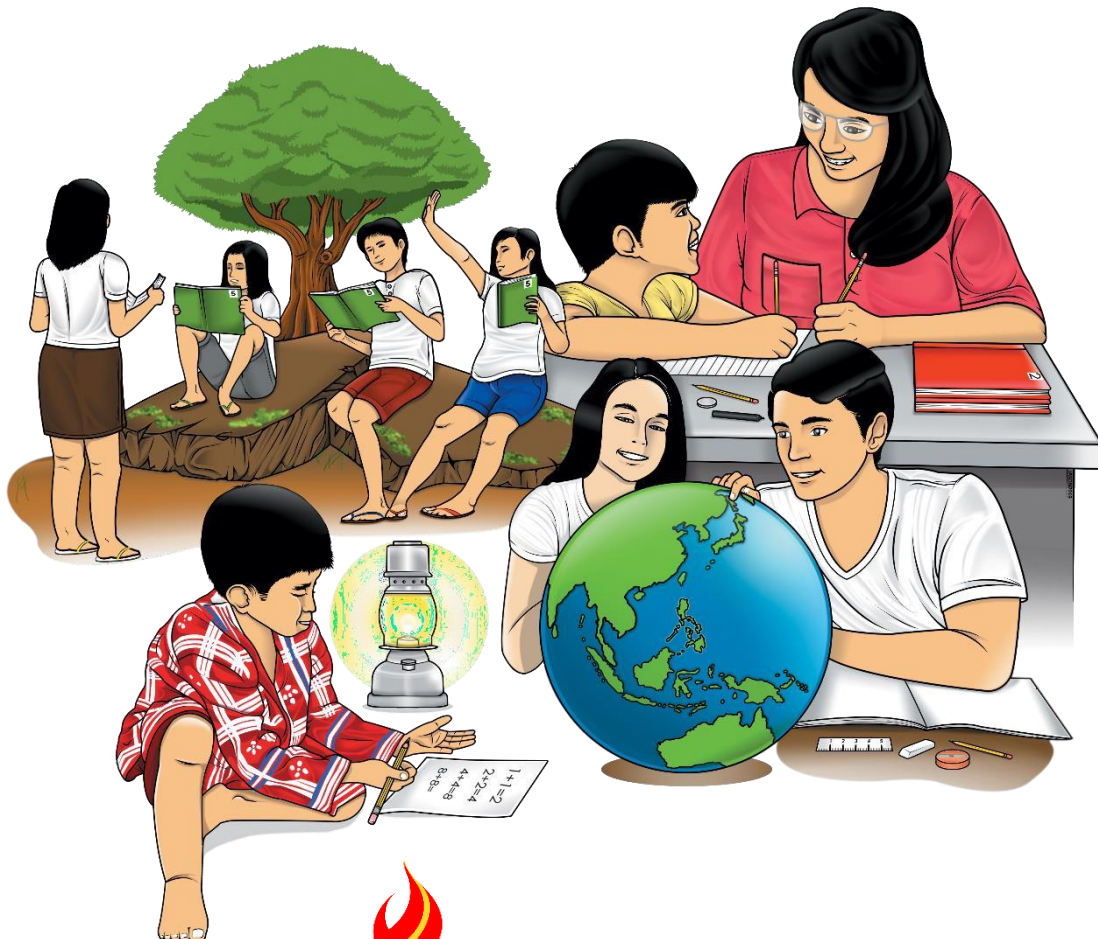


TLE – Agricultural Crop Production

Quarter 1 – Module 2: (Lessons 2 & 3)

Undertaking Horticultural Production Work as Directed



TLE – Grade 9
Alternative Delivery Mode Quarter 1 – Module 2, Lessons 2-3: Undertaking Horticultural Production Work as Directed
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TLE – Agricultural Crop Production

Quarter 1 – Module 2: (Lessons 2 & 3)

**Undertaking Horticultural
Production Work as Directed**

Introductory Message

This Self-Learning Module (SLM) is prepared so that you, our dear learners, can continue your studies and learn while at home. Activities, questions, directions, exercises, and discussions are carefully stated for you to understand each lesson.

Each SLM is composed of different parts. Each part shall guide you step-by-step as you discover and understand the lesson prepared for you.

Pre-tests are provided to measure your prior knowledge on lessons in each SLM. This will tell you if you need to proceed on completing this module or if you need to ask your facilitator or your teacher's assistance for better understanding of the lesson. At the end of each module, you need to answer the post-test to self-check your learning. Answer keys are provided for each activity and test. We trust that you will be honest in using these.

In addition to the material in the main text, Note to the Teacher are also provided to our facilitators and parents for strategies and reminders on how they can best help you on your home-based learning.

Please use this module with care. Do not put unnecessary marks on any part of this SLM. Use a separate sheet of paper in answering the exercises and tests. And read the instructions carefully before performing each task.

If you have any questions in using this SLM or any difficulty in answering the tasks in this module, do not hesitate to consult your teacher or facilitator.

Thank you.



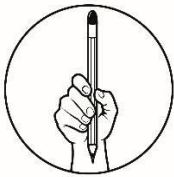
What I Need to Know

This module was designed and written with you in mind. It is here to help you master on how to undertake horticultural production work as directed. The scope of this module permits it to be used in many different learning situations. The language used recognizes the diverse vocabulary level of students. The lessons are arranged to follow the standard sequence of the course. But the order in which you read them can be changed to correspond with the textbook you are now using.

After going through this module, you are expected to:

Lesson 2

- Interact with other staff and customers in a positive and professional manner as specified in the employee manual



What I Know

Please answer the questions in your activity notebook.

1. What is the importance of customer interaction?

2. What are the positive ways of customer interactions in workplace?

3. What are the benefits of social interaction at work?

4. Why are positive interactions in the workplace so important?

5. How do we foster employee interaction in the workplace?

Lesson

2

Interacting with Staff and Costumers

Workplace safety can only be achieved if on-going attention is paid to it. A vital element of an effective approach to workplace safety is the need to identify and report workplace hazards and risks on a day-to-day basis. You cannot “do” workplace safety at the start of the year and believe it is “done” for the entire 12 months.



What's In

Please answer the questions in your activity notebook.

1. What should you do to undertake work in safe and environmentally-sound manner according to enterprise guidelines?

2. How can I follow and clarify instructions and directions based on authority requirements and workplace procedures?

3. As an employee, what are the basics you must do in a workplace?

4. Why is planning for risk important?

5. What are the three steps in managing your farm's health and safety?

Notes to the Teacher

When workplace risks and hazards have been identified and analyzed, suitable risk controls must be implemented. This section discusses the use of risk control in the workplace to protect the safety of workers and others. Identify and report workplace hazards and risks promptly by maintaining close contact with day-to-day workplace operations.



What's New

The Importance of Customer Interaction

The number of channels through which communication can happen is ever-increasing, and in today's connected culture, it can happen at any time.

It's important to have a framework to ensure opportunities to connect with customers aren't missed.

Customers have specific needs for their communication with workplace. When customers contact a business; they're looking for a variety of elements including:

- **Reliability:** Customers want to know that the business is dependable. They're looking for good service that exemplifies trustworthiness and shows that the company will do what's been promised.
- **Assurance:** They also want affirmation that they've made the right choice to do business with the company. Being helpful and meeting their expectations in the interaction validates their decision.
- **Empathy:** Everyone wants to be understood. Customers want to feel like the company representatives can see from their point of view. They want personalized attention based on their experiences that shows that they've been heard.
- A customer interaction strategy helps to make sure these needs are met.
- **Responsiveness:** Availability and speed is also important. Customers don't want to wait. Getting back to them quickly shows that they're important and leaves them with a good impression

Customer Interaction Cycle

The customer interaction cycle is how a business can engage with customers during an interaction, and it consists of five steps. These five steps form a systematic approach to interactions and ensure successful outcomes.

STEP 1: GREETING

Getting started on the right foot begins with greeting the customer. While often short, greetings set the tone for the rest of the interaction and help the customer form their first impression of the service. A simple phrase can change the course of the interaction for the better.

If it's not possible to greet the customer right away, for example, if you provide support via email and it's outside of business hours, it's important to acknowledge that the communication has been received. Auto-responses are a great way to let customers know they were successful in getting in touch and that they'll be hearing back from someone soon.

That said, it is important to respond and resolve problems in customer interactions as quickly as possible and take steps to shorten the wait time.

A few sample greetings:

- “Hi, Thanks for contacting us! How can I help you?”
- “Hello, you’ve reached [Your Company Name]. What can I assist you with today?”
- “Good afternoon, great to hear from you. I’d be happy to assist you today. How can I help?”

STEP 2: UNDERSTANDING

The next step in the customer interaction cycle requires focusing on the needs of the customer and working to understand them. It means assessing how they feel and collecting facts.

This often involves asking clarifying questions. One of the simplest is: “why?” Asking why an invaluable method is for getting to the root of what a customer wants. Often, you may need to ask why several times before getting to the real cause of their inquiry.

Another major component of understanding is active listening. That means being present and paying attention. It means tuning in and avoiding interruptions until the customer is finished. Repeating what’s been heard allows the customer to confirm that it’s been understood correctly. Keep in mind that each customer is important. A company representative will handle many interactions in a day, but for a customer, it’s the only interaction they’ll have with the company that day, perhaps ever. As such, it’s important to treat each case with the utmost care.

When speaking with a customer on the phone, another way to understand is simply by listening to the tone of their voice. This will be a key indicator if their sentiment changes at any point during the conversation.

A few sample phrases to use in the understanding step:

- “May I ask why that is?”
- “Can you tell me more about that?”
- “Is there anything else I should know?”
- “From what I understand...”

STEP 3: AGREEING

After greeting and understanding comes agreeing. Helping a customer requires mutual agreement on the desired outcome of the interaction. This is where information and options are offered to the customer, expectations are set, and a solution is reached.

In this stage, it’s important to stay solution focused. Some customers may ask for things that just aren’t possible. When this happens, it’s good practice to be upfront about limitations, then focus on what can be done. If there’s an opportunity to do something like what they’re asking for, then that can often be as acceptable to the customer as what they originally requested.

When possible, going the extra mile to suggest a workaround or alternate solution is recommended so the customer isn't left empty-handed. In addition, this shows a higher level of care than simply looking at surface-level fixes. For times when there are no other options, it's a good idea to have some resources set aside, like free months of service or special gifts. That way, at least there's something to offer as a consolation and gesture of goodwill.

Once a solution is proposed, confirm understanding with the customer so they have a chance to indicate if anything is unclear. Make sure the customer understands if there are any steps they need to take to get to a resolution.

Phrases to use in the agreeing step:

- "What I can do is..."
- "Right now, we offer..."
- "Does this sound acceptable to you?"

STEP 4: DELIVERING

Once an agreement has been made, the next step is delivering. When delivering, it's crucial to be clear about what's going to happen and when.

If it will take some time to fully resolve the inquiry, be sure to keep the customer in the loop, telling them what's happening and why, and when they can expect to hear from someone again. That way, the customer isn't left in the dark while the solution is being completed.

At the end of delivery, there should be no loose ends, and the customer should have everything they need.

Sample phrases for delivering:

- "Here's what I'm going to do to resolve this."
- "For you to have all you need, I'm going to do..."
- "Is there anything else I can do?"

STEP 5: CLOSING

Last, but certainly not least, the interaction should be concluded with a closing that encourages the customer to get in touch again in the future. Thanking customers for contacting the business lets them know they're appreciated. Expressions of gratitude can go a long way in helping customers feel valued.

One last part of closing should be checking in on the level of satisfaction to make sure there's nothing else the customer needs. This could mean simply asking them in the moment if they're satisfied. A step beyond that is following up with a customer satisfaction survey.

By successfully moving through these five steps, companies can create positive outcomes with customer interactions. Following up a day or two after closing to ask about the experience can provide assurance that the outcome was indeed positive

Sample closing phrases:

- “Thank you for your business! Are you satisfied with the interaction today?”
- “Thanks again for bringing this to our attention. Are you happy with the outcome of our conversation?”

Customer Interaction Management

Customer interaction management encompasses everything a company does to successfully engage with customers.

One thing to consider when building a program is that it will be serving many different types of customers. There are many ways to go about segmenting a customer base, but one way is based on their status:

New: These are customers who have made their first purchase and are early on in their relationship with the company.

Existing: These are customers with whom the business has had a working relationship for some time.

Past: These are customers who have purchased in the past but are no longer buying from the business.

Prospective: These are potential customers who need more information before making a purchase decision.

Each type of customer will have slightly different needs. By segmenting them, it's possible to route them to different teams who specialize in understanding and serving each group.

There are also many different types of interactions that will require slightly different processes, including:

Requests: These are interactions in which customers ask for new features and functionality, or to build something from scratch.

Questions: These are interactions in which customers don't understand some part of the business and are seeking clarification.

Complaints: These are interactions in which customers have encountered an issue and are unhappy.

Compliments: These are interactions in which customers are sending praise, getting in touch just to let the business know that they're appreciated.

Different types of interactions should be handled and prioritized differently. For example, complaints are more urgent and sensitive than compliments, so they should be handled faster and by more highly trained agents.

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Positive Ways of Customer Interactions in workplace

Preventing negative word-of-mouth

When customers have poor experiences, they'll tell their friends and family. With their voices amplified by social media and other digital channels, they'll even tell strangers.

Boosting loyalty

Customers these days have countless options of where to spend their money. The quality of interactions can set a business apart from its competitors. Even with similar products or services, it's possible to differentiate by positively connecting with customers. It's often been said that keeping a customer is much more cost effective than acquiring a new customer: loyalty is extremely impactful to the bottom line.

Increasing referrals

Another outcome of positive interactions is that customers will recommend the business to others. Recommendations mean growth of the customer base without the use of traditional marketing tactics. Time and again, referrals have been proven to be a very efficient way to acquire new customers. When a customer is impressed by their interaction with a business, it's easy and natural for them to tell everyone about it.

Learning about your customers

Interactions are also an invaluable way for learning about your customers and what they want. Companies often pay for market research, but it's available for free when interacting with customers on a day-to-day basis.

Winning customers back

It can be difficult, but sometimes it's possible to bring customers back to your business after they've left. If an interaction is handled with care, what went wrong has been fixed, and the customer is left feeling heard, then they may just change their minds about buying from the business again. This opportunity to turn a customer around wouldn't be possible without an interaction.

Improving your operations

Customer interactions are also a great way to find out how to make your business better. Each interaction is a learning opportunity. In aggregate, many interactions can illuminate trends, showing what needs to be fixed to optimize a company's product and service for all its customers.

Elevated employee motivation

When a team provides positive interactions, then they'll have a happier workforce than one that only deals with complaints all day or doesn't feel like they're adding value in their roles. And a happier employee means happier customers. It's a positive cycle that only gets stronger once it's set in motion.

Customer Interaction Strategy

All the above won't work without a larger strategy for implementing it. Managers should develop and socialize a customer interaction strategy to ensure consistency across every individual interaction. One important piece of a strategy is equipping the team. It's impossible to achieve success in customer interactions without buy-in from well-trained employees. Make sure employees know the vision and are willing and ready to make it happen.

Training Plan for CI

- **Create a plan:** To train your team, you first need to know what skills are important for success. Develop a list of competencies you'll need to train for. What are the common situations that your team encounters during customer interactions?
- **Practice:** Once you've gone through core skills, create role-play situations so your team can practice their skills and receive feedback. Ensure every interaction includes the five steps of the customer interaction cycle for full marks.
- **Assess:** Identify areas for improvement for each employee and provide on-going support and training. Improve and develop skills over time through quality assurance and interaction reviews.

Keep it Personalized

When developing a customer interaction strategy, it might be tempting to put scripts and checklists into place for your agents to follow. But customers don't want to feel like they are only a cog in the system - they want to feel like they are treated as humans. A script will only serve to make agents complacent and restricted in what they can do to connect and make a good impression on the customer.

With every stage in the customer interaction cycle there's an opportunity to personalize the response and build a relationship with the customer. Use the customer's name when greeting them. Empathize with their situation when explaining that you understand what they need. Deliver an end result that is thoughtful and that anticipates any other needs they might have.

Client Interaction might sound like a formal business process - and it can be! But it doesn't have to mean abandoning your brand personality when you interact with customers. Don't think of CI as a script, but as a framework for having more valuable interactions with customers.

Consider Multiple Channels

Customers can initiate interactions across a variety of channels or contact methods, so it's best to develop a strategy that includes more than one. Customers want to interact with your company on more channels than ever before. Live chat, social media, review sites, and community forums are all places that your customers might get in touch with you. While each interaction might look slightly different, they still need to follow the customer interaction cycle, adapted for the format of where you are interacting.

It might not be possible to resolve every issue on every channel. For example, social media interactions are often public, making them inappropriate for account and billing problems. Move the customer to a more secure, private channel to deliver what you need. However, don't move customers unnecessarily. If you can close the interaction on the same channel the customer initiated their question on, it's much easier for everyone.

Customer Interaction Software

Another big piece of a customer interaction strategy is investing in a customer interaction management software. A tool like Freshdesk can help you capture all types of interactions from all types of customers across all of your many channels and work on them all in one place.

Freshdesk helps teams manage customer interaction processes through several features.

Canned responses

These are stored blocks of text that can be used repeatedly in common situations. If you find your agents are constantly dealing with similar questions, you can save the correct response in Freshdesk to save time. Use canned responses to ensure consistency and help agents meet each of the five steps of customer interactions.

Categorizing Types of Interactions

Each type of interaction requires a slightly different response. Freshdesk helps your team identify the type of interactions that are coming into your helpdesk so you can prioritize and respond accordingly. Whether they are requests, complaints, compliments, or questions - give every interaction the perfect response.

Quality Assurance

To improve the quality of customer interactions, it's important to have ways to measure how your team is doing and how your customers feel about each interaction. Freshdesk offers several ways to do this including built-in customer satisfaction surveys and easy to use reporting.

Ticket Statuses

Track each interaction from beginning to end with ticket statuses in Freshdesk. Create workflows around each status so that your team doesn't need to think twice about the next step. With custom ticket statuses, you can create unique processes to make sure nothing gets dropped.

Collaboration

Freshdesk contains many features that help teams work better together. Because every interaction requires its own personalized response, it's important to make sure the right people are involved. Bring in help from other teams, notify stakeholders and work together to move customers through the customer interaction cycle.

<https://freshdesk.com/customer-interaction>

The workplace retains a central role in many people's lives.

With the average person spending more time at work than on any other daily activity, it is vital that individuals within any organization feel connected and supported by peers, subordinates, and leaders.

Indeed, a significant contributor to workplace stress is psychosocial hazards related to the culture within an organization, such as poor interpersonal relations and a lack of policies and practices related to respect for workers.

While prolonged exposure to these psychosocial hazards is related to increased psychiatric and physiological health problems, positive social relationships among employees are how work gets done.

Thus, whether organizations – and their employees – flounder or flourish largely depends on the quality of the social relationships they possess.

This article will look at the science behind positive relationships at work, the importance of positive social interactions, and discuss just some of the ways positive employee interaction can be introduced and encouraged in the workplace.

The Science Behind Positive Relationships at Work

Psychologists have long identified the desire to feel connected to others as a basic human need with interpersonal relationships having a significant impact on mental health, health behavior, physical health, and mortality risk.

Indeed, human physiological systems are highly responsive to positive social interactions.

Gable & Gosnell (2011) surmised that humans are endowed with separate reflexive brain networks for social thinking; thus, close relationships are linked to health as they build certain biological systems which may protect against the adverse effects of stress. Their research found that the brain releases oxytocin in response to social contact, a powerful hormone linked to trustworthiness and motivation to help others in the workplace.

Dunbar (1998) suggested that when individuals experience social pain in the workplace from feeling isolated, for instance, the region of the brain which is activated is the same as if physical pain had been experienced.

Conversely, when relationships in the workplace are characterized by cooperation, trust, and fairness, the reward center of the brain is activated which encourages future interactions that promote employee trust, respect, and confidence, with employees believing the best in each other and inspiring each other in their performance (Geue, 2017).

Positive social interactions at work directly affect the body's physiological processes. According to Heaphy & Dutton (2008), positive social interactions serve to bolster physiological resourcefulness by fortifying the cardiovascular, immune, and neuroendocrine systems through immediate and enduring decreases in cardiovascular reactivity, strengthened immune responses, and healthier hormonal patterns.

Put simply, when employees experience positive relationships, the body's ability to build, maintain, and repair itself is improved both in the workplace and in non-work-related leisure and resting times.

What Are the Benefits of Social Interaction at Work?

1. Social interactions play an essential role in wellbeing, which, in turn, has a positive impact on employee engagement. Organizations with higher levels of employee engagement indicated lower business costs, improved performance outcomes, lower staff turnover and absenteeism, and fewer safety incidents (Gallup, 2015).
2. Social interaction can lead to knowledge and productivity spillover from trained to untrained workers, in collaborative team settings, or between senior and junior workers: particularly in low-skilled tasks and occupations (Cornelissen, 2016). For instance, Mas & Moretti (2009) found that productivity was improved when employees were assigned to work alongside faster, more knowledgeable co-workers.
3. Employees who are satisfied with the overall quality of their workplace relationships are likely to be more attached to the organization. Thus, leaders who encourage informal interactions – such as out of hours social gatherings – can foster the development of more positive relationships and significantly influence and improve employee satisfaction (Sias, 2005).
4. A lack of social interaction in the workplace can have potentially negative consequences in relation to social support. Several studies have indicated that the sense of isolation that comes from this lack of social support is associated with a host of negative health consequences, including a higher risk of cardiovascular disease, compromised immunity, increased risk of depression, and shortened lifespan (Holt-Lunstad et al., 2015; Cacioppo et al., 2011; Mushtaq et al., 2014).

5. Strong 'within-group' ties with co-workers (characterized by frequent social interactions) provide opportunities to facilitate innovative thinking. According to Wang, Fang, Qureshi, & Janssen (2015), the strong ties developed by social interactions assist innovators in the search for inspiration, sponsorship, and support within the workplace.
6. Social interactions in the workplace help to ensure everyone in a group is on the same page. According to Sias, Krone, & Jablin (2002), peer relationships (also referred to as equivalent status relationships) represent the most common type of employee interaction.

These peer relationships exist between co-workers with no formal authority over one another and act as an important source of informational and emotional support for employees. Co-workers who possess knowledge about – and an understanding of – their specific workplace experience are given opportunities to feel connected and included through the sharing of information through regular social interactions.

7. Social interactions in the workplace have been found to increase self-reported positive feelings at the end of the workday (Nolan & Küpers, 2009).
8. Repeated positive social interactions cultivate greater shared experiences and the gradual development of more trusting relationships (Oh, Chung, & Labianca, 2004). When trust exists between team members, they are more likely to engage in positive, cooperative behavior, which in turn increases employee access to valuable resources.
Employees who engage in positive social interactions also tend to exhibit more altruistic behaviors by providing co-workers with help, guidance, advice, and feedback on various work-related matters (Hamilton, 2007).
9. The information collated through social interaction can help a team collectively improve its performance and the precision of its estimates (Jayles et al., 2017).
10. Social interaction and positive relationships are important for various attitudinal, well-being, and performance-related outcomes. Basford & Offermann (2012) found that employees in both low- and high-status positions reported higher levels of motivation when interpersonal relationships with co-workers were good.

Why are Positive Interactions in the Workplace So Important?

As with any interpersonal relationship, those formed in the workplace reflect a varying and dynamic spectrum of quality.

At their very best, interactions can be a source of enrichment and vitality that helps and encourages individuals, groups, and organizations as a whole to thrive and flourish.

Conversely, negative workplace interactions have the potential to be a source of psychological distress, depletion, and dysfunction.

Positive social interactions are often referred to as appetitive. They are characterized by the pursuit of rewarding and desirable outcomes, while negative ones are aversive and commonly characterized by unwelcome and punishing results (Reis & Gable, 2003)

Positive interactions in the workplace have been shown to improve job satisfaction and positively influence staff turnover as employees who experience support from colleagues are more likely to remain in an organization long term (Hodson, 2004; Moynihan and Pandey, 2008).

Furthermore, positive interactions between supportive co-workers who provide help and clarification of tasks can improve an individual's understanding of their role, thus reducing job role ambiguity and workload, which, according to Chiaburu & Harrison (2008), may ultimately increase job satisfaction and organizational commitment.

Positive interactions in the workplace are marked by trust, mutual regard, and active engagement. According to Rosales (2015), interactions characterized in this way can improve employee awareness of others, foster positive emotions such as empathy and compassion, and increase the likelihood of trusting, respectful engagement between individuals.

In contrast, negatively valenced ties between two individuals at work are characterized by animosity, exclusion, or avoidance, which can cause stress and job dissatisfaction (Rosales, 2015).

This can, unsurprisingly, have a detrimental effect upon an employee's emotional wellbeing to the extent that social relations at work which are disrespectful, distrustful, and lack reciprocity are independent predictors of medically diagnosed depression (Oksanen et al., 2010).

Employees tend to be involved in many dyadic relationships within the workplace with individuals generally possessing both negative and positive ties. However, when individuals have more negative associations with co-workers than positive, they might experience negative moods, emotions, and other adverse outcomes such as social ostracism (Venkataramani & Dalal, 2007).

Mastroianni & Storberg-Walker (2014) indicated that well-being is enhanced through work interactions when those interactions are trusting, collaborative, and positive, and when employees feel valued and respected. Interactions lacking these characteristics were found to detract from well-being and negatively impacted sleeping and eating patterns, socializing, exercise, personal relations, careers, and energy.

If we consider that, on average, individuals spend around 40 hours per week at work, it is imperative that employees feel connected and supported through positive social relationships. Seligman (2011) noted that happiness could not be achieved without social relationships, and while social relationships do not guarantee happiness, happiness does not often occur without them (Diener & Seligman, 2002).

Such connections and interactions give energy to individuals and to the organization in which they work, whereas negative relationships may deplete energy and lead to individual and corporate floundering (Ragins & Dutton, 2007).

How to Foster Employee Interaction in the Workplace

Given the organizational and personal benefits reaped from positive workplace relationships, creating opportunities for and fostering positive social interactions should be a paramount objective for team-leaders and managers.

According to the Society for Human Resource Management's 2016 Employee Job Satisfaction and Employee Report (SHRM, 2016), relationships with colleagues was deemed the number one contributor to employee engagement, with 77% of respondents listing workplace connections as a priority.

It is therefore crucial that leaders and managers determine ways in which positive workplace relationships can be promoted. In doing so, organizations are better able to adopt a more relationship-centric outlook wherein the fostering of positive employee interactions becomes a goal in and of itself. According to Geue (2017), 'elevating interactions' is a critical requirement in creating a positive work environment.

In general, maximizing engagement levels can be boiled down to two key concepts; the removal of barriers that currently limit social interaction in the workplace, and creating opportunities for employees to engage with each other. These outcomes can be achieved in several ways, and while not all approaches are suitable for all organizational types, the concepts hold true.

Promote Face-to-Face Interaction

With the advent of digital communication, we're now only ever a few clicks away from contact with virtually anyone anywhere in the world. While the internet has facilitated communication on a scale hereto unrivaled, there's a lot to be said for traditional face-to-face interaction. An email might be easier, but we lose the nuances of nonverbal cues and tone.

For traditional workplaces, consider the layout of shared working environments. Is the layout of the office conducive to employee interaction? Considering the stereotypical 'bull-pen' office environment, literally removing the barriers between employees can open doors for social interaction opportunities.

Include Remote Workers

What about employees who work remotely? The upwards trend in telecommuting is expected to continue over the coming years with more employees working from home (or otherwise remotely), posing fresh challenges for the relationship-centric organization.

While organizations have been keen to reap the benefits of access to a broader talent pool and reduced office overheads, remote workers pose a challenge to the relationship-centric workplace.

Where in-person interaction isn't feasible, 'face-to-face' interaction can still be facilitated using social technology. Using video-conferencing software and making the use thereof a regular occurrence can help to foster positive social relationships for workers not physically present.

Plan Collaborative Events

Dedicating time to specifically promoting positive social interactions in the workplace can be a powerful route to ensuring the relationship-centric approach doesn't fall by the wayside amidst organizational pressure to achieve.

Set aside time for employees to interact; focus on interests and experiences out of work to direct attention to shared interests to allow for employees to discover commonalities and relatedness.

Effectively Mediate Conflicts

Both employees and employers require meaningful relationships with others in the workplace, and yet these needs may be impeded by counterproductive and destructive workplace practices (Bolden and Gosling, 2006).

Organizational leaders should make attempts to minimize negative interactions between employees by proactively mediating and resolving differences early on and building a culture of open communication that fosters trust and relationship building.

Lead by Example

Creating a physical environment that nurtures positive social interactions between employees is a significant first step, but to promote relationships, a good team leader, supervisor, or manager should practice what they preach.

By establishing consistent patterns of behavior that exemplify the desired culture, you can promote an emotional environment of inclusivity and positivity. While not focusing solely on positive relationships, positive psychology founding Father Martin Seligman's PERMA model (Seligman, 2011) highlights five critical

elements for mental well-being, which business leaders can adopt to promote a positive culture that encourages belonging.

The five elements of the **PERMA model** are:

1. Positive Emotion
2. Engagement
3. Positive Relationships
4. Meaning
5. Achievement/accomplishment

Learn how to **put the PERMA model into practice here. A Take-Home Message**

The workplace is one of the few environments where people are ‘forced’ into relationships. By their very nature, workplace environments are made up of a blend of diverse groups of people – many of whom would have very little interest in freely meeting or socializing outside of the workplace. While a company’s greatest asset is its employees, those employees do not work together harmoniously all the time.

There are, however, actions that any individual or organization can take to encourage employee interaction and develop an inclusive workplace culture. Through the promotion of positive social interactions, workplace relationships can be a source of individual and collective growth, learning, and flourishing.



What is It

Please answer the questions in your activity notebook.

1. What is the importance of customer interaction?

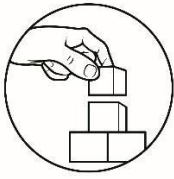
2. What are the positive ways of customer interactions in the workplace?

3. What are the benefits of social interaction at work?

4. Why are positive interactions in the workplace so important?

5. How do we foster employee interaction in the workplace?

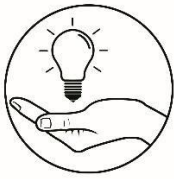
6. What are the five elements of the PERMA model?



What's More

Do this in your Activity Notebook.

Discuss the Customer Interaction Cycle and make a sample of each step.



What I Have Learned

The Importance of Customer Interaction

- **Reliability:** Customers want to know that the business is dependable. They're looking for good service that exemplifies trustworthiness and shows that the company will do what's been promised.
- **Assurance:** They also want affirmation that they've made the right choice to do business with the company. Being helpful and meeting their expectations in the interaction validates their decision.
- **Empathy:** Everyone wants to be understood. Customers want to feel like the company representatives can see from their point of view. They want personalized attention based on their experiences that shows that they've been heard.
- A customer interaction strategy helps to make sure these needs are met.
- **Responsiveness:** Availability and speed is also important. Customers don't want to wait. Getting back to them quickly shows that they're important and leaves them with a good impression.

Customer Interaction Cycle

STEP 1: GREETING

STEP 2: UNDERSTANDING STEP 3: AGREEING

STEP 4: DELIVERING

STEP 5: CLOSING

Ways of Customer Interactions in the Workplace

- Preventing negative word-of-mouth
- Boosting loyalty
- Increasing referrals
- Learning about your customers
- Winning customers back
- Improving your operations
- Elevated employee motivation
- Customer Interaction Strategy

Training Plan for CI

- **Create a plan**
- **Practice**
- **Assess**

Benefits of Social Interaction at Work

1. Social interactions play an essential role in wellbeing, which, in turn, has a positive impact on employee engagement. Organizations with higher levels of employee engagement indicated lower business costs, improved performance outcomes, lower staff turnover and absenteeism, and fewer safety incidents (Gallup, 2015).
2. Social interaction can lead to knowledge and productivity spillover from trained to untrained workers, in collaborative team settings, or between senior and junior workers: particularly in low-skilled tasks and occupations (Cornelissen, 2016). For instance, Mas & Moretti (2009) found that productivity was improved when employees were assigned to work alongside faster, more knowledgeable co-workers.
3. Employees who are satisfied with the overall quality of their workplace relationships are likely to be more attached to the organization. Thus leaders who encourage informal interactions – such as out of hours social gatherings – can foster the development of more positive relationships and significantly influence and improve employee satisfaction (Sias, 2005).
4. A lack of social interaction in the workplace can have potentially negative consequences in relation to social support. Several studies have indicated that the sense of isolation that comes from this lack of social support is associated with a host of negative health consequences, including a higher risk of cardiovascular disease, compromised immunity, increased risk of depression, and shortened lifespan (Holt-Lunstad et al., 2015; Cacioppo et al., 2011; Mushtaq et al., 2014).
5. Strong ‘within-group’ ties with co-workers (characterized by frequent social interactions) provide opportunities to facilitate innovative thinking. According to Wang, Fang, Qureshi, & Janssen (2015), the strong ties developed by social interactions assist innovators in the search for inspiration, sponsorship, and support within the workplace.
6. Social interactions in the workplace help to ensure everyone in a group is on the same page. According to Sias, Krone, & Jablin (2002), peer relationships (also referred to as equivalent status relationships) represent the most common type of employee interaction.

These peer relationships exist between co-workers with no formal authority over one another and act as an important source of informational and emotional support for employees. Co-workers who possess knowledge about – and an understanding of – their specific workplace experience are given opportunities to feel connected and included through the sharing of information through regular social interactions.
7. Social interactions in the workplace have been found to increase self-reported positive feelings at the end of the workday (Nolan & Küpers, 2009).

8. Repeated positive social interactions cultivate greater shared experiences and the gradual development of more trusting relationships (Oh, Chung, & Labianca, 2004). When trust exists between team members, they are more likely to engage in positive, cooperative behavior, which in turn increases employee access to valuable resources.

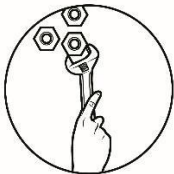
Employees who engage in positive social interactions also tend to exhibit more altruistic behaviors by providing co-workers with help, guidance, advice, and feedback on various work-related matters (Hamilton, 2007).

9. The information collated through social interaction can help a team collectively improve its performance and the precision of its estimates (Jayles et al., 2017).

10. Social interaction and positive relationships are important for various attitudinal, well-being, and performance-related outcomes. Basford & Offermann (2012) found that employees in both low- and high-status positions reported higher levels of motivation when interpersonal relationships with co-workers were good.

The five elements of the PERMA model are:

- Positive Emotion
- Engagement
- Positive Relationships
- Meaning
- Achievement/accomplishment



What I Can Do

Do this in your activity notebook. Make a Training Plan for CI.



Assessment

Please answer the questions in your activity notebook.

1. What is the importance of Customer Interaction?

2. What are the positive ways of customer interactions in the workplace?

3. What are the benefits of social interaction at work?

4. Why are positive interactions in the workplace so important?

5. How do we foster employee interaction in the workplace?



Additional Activities

Do this in your activity notebook.

Why is positive relationship at work important? Explain.



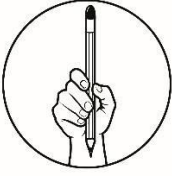
What I Need to Know

This module was designed and written with you in mind. It is here to help you master on how to undertake horticultural production work as directed. The scope of this module permits it to be used in many different learning situations. The language used recognizes the diverse vocabulary level of students. The lessons are arranged to follow the standard sequence of the course. But the order in which you read them can be changed to correspond with the textbook you are now using.

After going through this module, you are expected to:

Lesson 3

- Observe workplace practices, handling and disposal of materials following enterprise policy and procedures
- Report problems or difficulties in completing work to required standards or timelines to authority based on company reporting procedures



What I Know

Please answer the questions in your activity notebook.

1. State the purpose of guidelines, policy and procedures in disposing scrap, valuable waste, and for storing salvageable materials.

2. What is the procedure of disposing scrap, valuable waste, and storing salvageable materials?

3. What is the role of construction and renovation activities for salvaged materials and equipment?

4. What is RIDDOR & why is it Important?

5. How do I report an accident at work?

Lesson

3

Observing Workplace Practices in Handling and Disposal of Materials and Reporting Problems in Completing Work

Workplace safety can only be achieved if on-going attention is paid to it. A vital element of an effective approach to workplace safety is the need to identify and report workplace hazards and risks on a day-to-day basis. You cannot “do” workplace safety at the start of the year and believe it is “done” for the entire 12 months.

Despite preventative measures being in place, accidents in the workplace do unfortunately happen. It is important that when such incidents occur you find out what happened and why. This allows you to control the risk and prevent further accidents.



What's In

Please answer the questions in your activity notebook.

1. What is the importance of customer interaction?

2. What are the positive ways of customer interactions in the workplace?

3. What are the benefits of social interaction at work?

4. Why are positive interactions in the workplace so important?

5. How do we foster employee interaction in the workplace?

Notes to the Teacher

When workplace risks and hazards have been identified and analyzed, suitable risk controls must be implemented. This section discusses the use of risk control in the workplace to protect the safety of workers and others. Identify and report workplace hazards and risks promptly by maintaining close contact with day-to-day workplace operations.



What's New

Guidelines, Policy and Procedures for Disposing of Scrap, Valuable Waste, and for Storing Salvageable Materials

Purpose:

- That all scrap, valuable waste, and salvageable materials associated with, remodeling, renovation, maintenance, and new construction accomplished or managed by Physical Plant shall be properly disposed of or prepared for storage and reused in a manner that complies with all applicable State and Local law as well as WIU and Physical Plant policy.
- To reduce the possibility of misappropriation of scrap, valuable waste, and salvageable material, or the perception that such material is being misappropriated while normal Physical Plant work functions.
- To strictly control short- or long-term storage of salvageable material and equipment to reduce costly storage of non-valuable or obsolete material and equipment within Physical Plant.

Guideline versus Policy:

As the work of a Physical Plant is extremely diverse, the act of disposing of scrap and salvageable material in every instance may not always fit within the rigidity of a described policy or procedure. This directive will distinguish between "guideline" and "policy" to allow for flexibility and common-sense interpretations needed to accomplish the stated purpose.

For situations where these guidelines do not seem to apply, the responsible manager shall use common sense in developing procedures that best satisfies the stated purpose.

Whenever a deviation in this policy is thought to be required, all proposed revised procedures shall first be approved by the Director of Physical Plant.

Policy:

The proper disposition of scrap, valuable waste, and salvageable material will be planned for all Physical Plant work functions, whether for a specific single event, or for continuous operations. Transport of all scrap, valuable waste, and salvageable material shall be properly recorded when disposed of, or inventoried when stored for later use.

The manifest for disposition of scrap and salvageable material will be in the form of a service request to relocate material by a designated Plant division that includes a description of the material, its initial location, and final disposition or storage location.

No Physical Plant employee may acquire for their own personal use or gain any item of scrap, valuable or non-valuable waste, or salvageable material. This shall include packaging materials and used construction materials destined for disposal, even if disposal is to be in the University waste stream.

Guidelines:

Ideally, a separate Plant division from those directly involved in generating scrap, valuable waste, or salvageable material will move the material to its point of final disposal or storage. As a policy, when the same Plant division will generate and move material noted in this directive, different personnel within that division will generate or set up the material for relocation than those who will relocate the material to the final destination for disposal or storage. (This policy still requires that a recorded service request be completed as a manifest for the relocation and disposition of the material by personnel within the same division.)

Maintenance activities:

Maintenance shops that generate scrap or valuable waste are being supplied with recycling bins for disposal of small and medium sized material through Property Accounting. Maintenance shops shall involve proper moving personnel, Safety and Health Officer, and Property Accounting as applicable for disposing of materials and/or equipment.

Construction and renovation activities:

Care shall be exercised to distinguish between inventoried property and equipment, and non-inventoried building components.

WIU inventoried property and equipment that will be disposed of shall be manifest to Property Accounting via service request. Ensure that the Physical Plant Business Manager is aware of inventoried items being disposed of which are under Physical Plant managerial control.

Construction managers in Physical Plant Facilities Planning and Construction will address in writing within project documents the complete disposition of scrap, valuable waste, and salvageable material including inventoried or non-inventoried equipment or building components.

Include a contract provision that stipulates that Contractors will legally dispose of all salvageable materials and waste items in accordance with all applicable Federal, State, and local laws and environmental regulations.

Include a contract provision that stipulates a Contractor may be required by the WIU construction manager to provide weight tickets from landfills, salvage yards, etc. for any project waste disposal. Tickets and manifests for disposal and salvage will become part of the permanent project record.

Include a contract provision that a Contractor must have a waste, recycling, and salvageable material plan that properly manages disposition of material covered in this directive. Discussions of the plan will be included as an agenda item in the pre- construction conference.

Include a contract provision that a contractor may not provide materials covered in this directive, directly or indirectly to an employee of Western Illinois University. This provision shall also be stressed in the pre-construction conference.

Where construction contracts involve the State Capital Development Board (CDB), and the CDB is providing clearly delineated policies regarding disposition of all items noted in this directive, CDB policies and procedures shall govern.

Salvaged Materials and Equipment to be Stored at Physical Plant for Future Use:

Material intended for reuse and storage at Physical Plant may only be accepted by the Central Stores Manager of Physical Plant. A superintendent or Assistant Director must request the item(s) be stored and that person shall be the responsible manager assigned to that material and/or equipment.

The Stores Manager will create and maintain a record of these items deemed "Special Inventory" which shall list the following minimum information: Description of the item, quantity, original location obtained (IE Simpkins Hall), location stored (North Shed, South Bay #1), date stored, superintendent or assistant director requesting storage (the responsible manager), description of how item would be reused.

Generally, historical building components may be stored indefinitely at Physical Plant. Items which are scavenged for use on existing operating obsolete equipment may be kept as long as that equipment is still in use but must be properly disposed of when the obsolete equipment is no longer in use or is scheduled for imminent replacement. Non historical distinctive fixtures from restrooms, lighting, or other building components which are no longer available may be kept as long as those fixtures are still being used in a campus building. Most other building materials shall be reused in less than 12 months. Exceptions include new or almost new building materials salvaged or not used on renovation or construction projects. These items as well as other new or almost new building materials being stored at Physical Plant should not be included in the inventory described here. However, the physical limits for storage of surplus materials such as lumber, plywood, piping, masonry, and electrical supplies shall be specifically defined by the Stores Manager. Surplus materials shall not exceed the assigned storage space allocated for them by the Store Manager.

The Physical Plant will not store used building materials for use by residence hall students or student clubs to be used for the purpose of modifying their residence hall rooms or any other part of a residence hall, or for any other building type project, or for sandwich signs. This prohibition includes but is not limited to, plywood, framing lumber, concrete masonry, paint, etc.

No less than once every 24 months the Stores Manager shall require all responsible managers authorized storage to reaffirm that material or equipment, they have entered into this special inventory shall remain in storage. Responsible managers shall notify the Stores Manager when an item located in storage that is included in the special inventory has been removed for reuse, salvage to the State, or disposed. Service request manifest procedures described in this policy shall also be used for removal of inventoried storage. The Stores Manager shall use these manifests to update the special inventory report.

Every effort will be made by responsible managers and the Stores Manager to limit storage of items designated for reuse, as well as to provide for the expeditious turnover of items stored for reuse. Decisions to store any such items shall consider the cost of storage relative to the true value of the item being stored and the benefits of its reuse. While reuse can be a desirable sustainable initiative, there is a cost associated with storage to include loss of valuable space, risk of shrinkage, breakage, obsolescence, and the cost of continuous management of the special inventory.

All superintendents and managers shall prepare a written report of items covered by this directive which are currently stored or proposed to be stored in other remote campus locations. This does not include short term storage of construction materials or equipment being installed on a project. The report shall generally describe the items being stored, quantities, and location by building and room number.

Remote storage that is intended to avoid the purpose of this directive is deemed inappropriate.

Long term remote storage is discouraged and shall be carefully considered by a responsible manager for cost versus benefit as well as risks associated with long term remote storage. The responsible manager is accountable for security, proper controls, and safety of any remote storage that is associated with their functions.

Policy and Guideline issued October 13, 2008



What is It

Please answer the questions in your activity notebook.

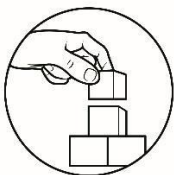
1. What is the purpose of guidelines, policy and procedures for disposing of scrap, valuable waste, and for storing salvageable materials?

2. What is the difference between guideline and policy?

3. State the procedure of disposing scrap, valuable waste, and storing salvageable material.

4. Why is maintenance activity important?

5. Where do you store the salvaged materials and equipment? Why you think so?



What's More

Despite preventative measures being in place, accidents in the workplace do unfortunately happen. It is important that when such incidents occur you find out what happened and why. This allows you to control the risk and prevent further accidents.

You must record certain cases of work-related injuries, illnesses, or incidents to the **Health and Safety Executive (HSE)** under the legislation **RIDDOR (The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013)**. If you are what the HSE refers to as a 'responsible person', such as an employer, manager, or supervisor, you have a legal responsibility to correctly follow RIDDOR at your workplace.

What Must I Report under RIDDOR?

You only need to report certain types of work-related incidents under RIDDOR. Incidents must fall into one of the following categories:

- **Fatal and non-fatal injuries.**
- **Occupational diseases.**
- **Dangerous occurrences** (often referred to as ‘near misses’).
- Incidents that result in **more than seven days’ absence from work.**
- Incidents involving **gases.**

*There are some incidents that don't need to be reported, such as traffic road accidents and those involving members of the armed forces. For more information about what specific injuries or incidents need reporting and by whom, you can view our article **What is RIDDOR & Why is it Important.***

How Do I Report an Accident at Work?

This information explains how you should report any relevant incident or accident under RIDDOR. For certain incidents, such as occupational, the first two steps may not be necessary so you may need to follow the guidance from **step three onwards**. Remember, only responsible persons, such as employers, can report to the HSE through RIDDOR. Every employee should report incidents or accidents to their manager.

Step 1: Check there is no immediate risk of danger

Immediately after the incident has occurred you must assess the situation and decide whether there is a risk of further damage or injury. **Ensure that you do not put yourself in danger.** Your own health is the most important thing to consider here, so do not act unless it is safe to do so. If you are able to remove the source of danger, then carefully do so to manage the risk. For example, you may be able to safely turn off equipment or vehicles.

Not all RIDDOR incidents will occur in high-risk environments such as factories or warehouses. RIDDOR can apply to any employment sector, including health and social care. For example, RIDDOR incidents in this sector could include an employee who has contracted any disease attributed to an occupational exposure to a biological agent, such as blood contaminated with hepatitis B. In this instance, an appropriately trained person may reduce the risk of further danger by following the correct procedure to isolate and contain the blood.

Step 2: Ensure that the colleague receives the appropriate medical assistance as necessary

Next, you should have the qualified first aider look at the injured person. It is a **legal requirement** for every workplace to have both **a designated first aider and first aid kit**. Having assessed the situation, the first aider should be able to determine whether the situation is serious enough for those involved to receive medical care.

You should call the emergency services on **999 for very serious accidents**, or **111 for medical advice if it's a non-emergency**.

Step 3: Report to a manager or supervisor

This is the final step that can be carried out if you are a general employee. Once the manager has been informed of the incident it becomes their responsibility to report under RIDDOR if necessary. The specifics of what incidents need reporting can be seen **here**.

Step 4: Record the incident in the company's log

You should keep details of the accident in the company's records, such as in an accident book or Occupational Health records. This is necessary because it allows the company to identify what types of accident are common occurrence. Knowing this, you can then carry out an assessment to determine what can be done to prevent similar incidents from happening in the future.

Step 5: Report the incident under RIDDOR

If the incident falls under RIDDOR you, as the responsible person, have a legal duty to report it correctly. You need to send a report **without delay**, as reports must be received **within 10 days** of the incident. However, if the incident resulted in more than seven days' absence from work it can be submitted **within 15 days**. In the case of occupational illnesses and diseases, the report should be submitted **as soon as a diagnosis is received**.

You must submit the report **online via the HSE website** with all the relevant details of the incident. You may use the telephone service for fatal or major incidents and can report by post if you have no other means of doing so.

The report must include:

- The date of the recording
- Their personal details (name, job title, phone number)
- The details of their company (name, address, email)
- The location, date and time of the incident
- The personal details of the person(s) involved (name, job title, etc.)
- A description of the injury, illness or incident

Step 6: Carry out an investigation

You should also make sure that an investigation into the accident is carried out as soon as possible. Ideally, this should be completed by an impartial employee who knows the workplace procedures and the health and safety legislation. The investigation should determine how the accident happened and whether it was preventable. If the incident was avoidable then your investigation should conclude with a suggestion of measures to be put in place to avoid future accidents.

Do I Need to Keep RIDDOR Records?

It is a legal requirement for companies with more than ten employees to keep an **accident book**, and this needs to contain all the details of an incident that you would report to RIDDOR. When you submit to RIDDOR, a copy of the form is sent to the email address provided and you have the option to print and/or save a copy of the online form.

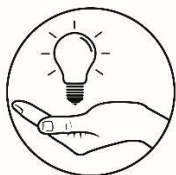
To ensure you are legally compliant, you must keep records of reported RIDDOR incidents. Not only is this necessary for abiding by the law, but also for **aiding your health and safety management**. Records of past incidents offer insight into where risks are high in the business and how employers can reduce these risks. During risk assessments, this information is useful for identifying hazards and assessing existing controls.

It's important to note that the HSE will not pass on information to insurance companies if you need to **make an insurance claim**. Therefore, it's crucial that you retain records, which contain vital details that may be requested during claims.

You must keep records for a **minimum of three years**, although good practice recommends keeping them for six in case of any legal issues that require them being presented.

Don't overlook the requirements of the **Data Protection Act**, however. Records of RIDDOR incidents – and any incidents kept in the accident book for that matter – contain personal information and so must be stored confidentially. Protecting people's privacy is just as important as protecting their health and safety.

RIDDOR is in place to keep you and your colleagues safe at work. It is important that you accurately report to the HSE and keep records of incidents for your company to assess. This will help to prevent future accidents from happening in the workplace.



What I Have Learned

Purpose of guidelines, policy and procedures for disposing of scrap, valuable waste, and for storing salvageable material

- That all scrap, valuable waste, and salvageable materials associated with, remodeling, renovation, maintenance, and new construction accomplished or managed by Physical Plant shall be properly disposed of, or prepared for storage and reuse in a manner that complies with all applicable State and Local law as well as WIU and Physical Plant policy.
- To reduce the possibility of misappropriation of scrap, valuable waste, and salvageable material, or the perception that such material is being misappropriated during the course of normal Physical Plant work functions.
- To strictly control short- or long-term storage of salvageable material and equipment to reduce costly storage of non-valuable or obsolete material and equipment within Physical Plant.

You only need to report certain types of work-related incidents under RIDDOR. Incidents must fall into one of the following categories:

- **Fatal and non-fatal injuries**
- **Occupational diseases**
- **Dangerous occurrences** (often referred to as '**near misses**')
- Incidents that result in **more than seven days' absence from work.**
- Incidents involving **gases**

Every employee should report incidents or accidents to their manager.

Step 1: Check there is no immediate risk of danger

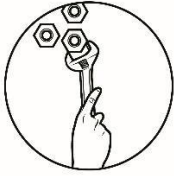
Step 2: Ensure that the colleague receives the appropriate medical assistance as necessary

Step 3: Report to a manager or supervisor

Step 4: Record the incident in the company's log

Step 5: Report the incident under RIDDOR

Step 6: Carry out an investigation



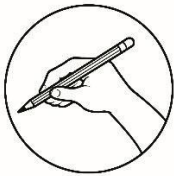
What I Can Do

Please answer the questions in your activity notebook.

1. What is RIDDOR & why is it Important?

2. What must you report under RIDDOR?

3. How do I report an accident at work?



Assessment

Please answer the questions in your activity notebook.

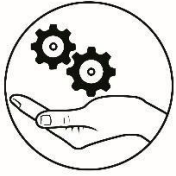
1. State the purpose of guidelines, policy and procedures in disposing scrap, valuable waste, and for storing salvageable material.

2. What is the procedure of disposing scrap, valuable waste, and storing salvageable material?

3. What are the vital roles of construction and renovation activities for salvaged materials and equipment?

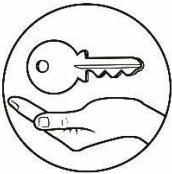
4. What is RIDDOR & why is it important?

5. How do I report an accident at work?



Additional Activities

Do this in your activity notebook. Recall an accident at work or in school and make a report following RIDDOR steps.



Answer Key

References

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9. <https://www.extension.purdue.edu/extmedia/PPP/PPP-90.pdf>
10. https://www.wsps.ca/WSPS/media/Site/Resources/Downloads/Hlth_and_Sfty_Gdlns_Hrtcltur_FINAL.pdf?ext=.pdf

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