

Publication of New Hormisdallen P/S – 2019.

TEN (10) HOUR MENTORSHIP PROGRAM



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**PROJECT: HUMAN RESOURCE
CAPACITY BUILDING**

**NEW HORMISDALLEN
DAY AND BOARDING PRIMARY
SCHOOL - KIRINYA.**



Location: four-to-five minutes drive from the famous Mandela National Stadium-Namboole, along Bukasa Road, Kirinya-Bweyogerere, Wakiso District, Uganda-Africa

Address: P.O BOX 14690, Kireka-Wakiso District, Uganda

Website: www.newhormisdallendbpsk.com

Email Address: newhormisdallen@gmail.com

TEL: +256 (0)393208820

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PROJECT: **HUMAN RESOURCE CAPACITY BUILDING.**

TOPIC: **MODERN OFFICE MANAGEMENT TECHNIQUES.**

* SCOPE OF COVERAGE: **INTERNATIONAL.**

* FOCUS ON: **GOOD CLIENTS' SERVICE, IMAGE & CONFIDENCE BUILDING.**

* SCHEDULE: **STRICTLY AN HOUR PER DAY FOR 10 DAYS.**

AUTHORED BY: **GRACE APIO.**

ADMIN. ASST: **NEW HORMISDALLEN DAY AND BOARDING
PRIMARY SCHOOL – KIRINYA.**

PHONE: **+256 393 208 820**

WEBSITE: www.newhormisdallendbpsk.com

MENTORED BY: **SAFE LIFE ONLINE DIVISION**

PHONE: **+254 718 072 972**

WEBSITE: www.safelifeuganda.org

1. HOW TO MANAGE THE PBX TELEPHONE SYSTEM.

PBX – means Private Branch Exchange.

COMMUNICATION.

This is the process of expressing ideas, feelings, and /or delivering information from A to B, C to D and vice versa.

COMMUNICATION SKILL(S).

Is the ability to deliver message effectively and efficiently.

MEANS OF COMMUNICATION.

There are various means of communication among which include; letters, telephones, Radios, Televisions, Computers, Posters etc. However, we are very much focused on telephone means of communication.

TELEPHONE COMMUNICATION.

This is transfer of message through established network. It involves making / receiving calls through electronic gadgets by use of contact numbers and /or internet facilities.

TYPE OF CALLS.

There are incoming and outgoing calls. Incoming calls are into the school, and are categorized into two (2):-

Main calls; come from all over the World i.e. outside school. These are answered as follows:-

* New Hormisdallen; how may I help you please!

Inter-office / Intercom calls; come from offices within the establishment. They can be answered as follows:-

* 100 / 0 (Front desk), how may I help you please!

HOW TO HANDLE CALLERS.

There are various types of callers i.e.

Rude / Nervous callers; may decide to call, go through and keep quiet or may switch off. This person may have been angered, may lack network or with a hidden motive. If perhaps he / she went off line, the one in-charge may call back to find out why.

* The person might have been a staff member with a problem and in need of urgent help; it becomes necessary to call back.

* The person might be a parent who probably wants to ask about fees structures.

Note:

- * The answer must be "Welcome, this is New Hormisdallen P/S, how may I help you, please!"
- * No lengthy conversation must be carried out on phone because it will block other callers who may be accessing the line at that time.
- * Always suggest to callers who make inquiries on phone to reach the school for more information.
- * Never ever switch off any caller at any time because the recipient is annoyed. In other words wear both facial and vocal mask of happiness all the time for the better image of the school.

Anger has the capacity to affect both vocal and physical performance. In case the caller was annoyed, the recipient has to apply (PTD) Polite Turn Down by use of two magic words; "please and sorry" to harmonize the situation.

CALLER TIMING /TIMER.

Any phone user must observe discipline in regard to telephone communication.

- * A person should always be as brief as possible, straight to the point, clear and audible. Such a caller or recipient can spend less time to handle many more calls hence good timing. The person should take note of the following:-
 - Always have the message on the finger tips.
 - Any time the line is engaged, many people who want to call the school are blocked as well.
- * Call transfers should be wisely handled depending on subject matter. Such calls should be directed to the office responsible. However, before transfer, ask the caller for the possibility of transferring him / her to another office in case the required officer is not in the office. And before transfer, request "hang online for a second, please" then complete the transfer.
- * Always have a polite and captivating language that will deliver special kind of care or attention the school gives to its clients.

* Learn to prioritize people's demands or issues e.g. a family member without a serious issue can be less attended to compared to a person talking about school matters and /or reaching out to pay fees.

QUARRELLING ON PHONE.

If a caller (perhaps a parent) starts quarrelling on phone, engage a silent button alongside caring about his or her airtime and credit. Here, you can easily request for an apology if anything had gone wrong. Ask "please may you give me a chance to apologize?"

Secondly, apply business magic words (BMW) "please I am sorry" our esteemed parent, in case anything went wrong, give me a chance to apologize. The two magic words (please and sorry) will not leave him or her unchanged.

2. TELEPHONE CASH IMPRESS.

This is the credit or money loaded in form of airtime. This component is very essential to keep the telephone facility and all systems operational e.g.

* The newly installed telephone receives UGX 50,000 as the initial telephone cash impress.

* The airtime / credit on the telephone shall serve the purpose of calling out as per the instructions.

However, once the said impress is down to UGX 20,000, it is considered as reserve point. The administration unit therefore should declare it as no credit on the telephone i.e. the officer in-charge is able to requisition for more airtime (AT).

More so, at this balance any call out is treated as an emergency call because it is meant for the school community (staff & pupils) only.

NOTE BOOK / NOTE PAD & PEN.

The above items must always be nearby and at a quick reach whenever a phone call is answered. In other words, as a call is received with the left hand, the right hand must be noting down important points.

However, there is a need to note down the time, date, name of the caller, purpose of calling and where he / she has called from (origin).

Every call-in must be recognized in the Telephone Management Book (TMB); both incoming and outgoing calls must be registered.

In other words, there is a need to subdivide calls e.g. from the UK, the USA; Regional calls e.g. from Nairobi, Dar-esa-lam; and Local calls e.g. from Kampala, Upcountry (within Uganda).

CUSTOMER SERVICE /CLIENT SERVICE.

Traditionally, the customer is the king but in the modern setting, a customer / client is not the king but a partner in business that we should not anger; instead guide where necessary and also educate on what they do not understand and / or inform where they have no clues.

DIFFERENCE BETWEEN CLIENT & CUSTOMER.

Customers are people who buy goods whereas clients procure services. In this perspective, parents are regarded to as clients because they procure services.

In this setup, client is not a king but a partner in business and must be treated kindly with due respect.

EYE CONTACT, VOICE CONTROL & BODY LANGUAGE.

Anybody communicating directly or face to face must always be able to analyze whatever the eyes, voice say or mean; should easily read the lips and the body movement and generally tell that comes or follows the voice and body language generally.

This is paramount because the direct eye contact has power to absorb or analyze the counterpart's message or intentions.

Always maintain eye contact at 50%.

As per the voice, one has to be calm and polite. This as well applies to rude and quarrelling clients. The combination of both eye contact at 50%, calmness and polite voice will yield positive fruits.

HAND SHAKE.

- * One must be selfish with time to earn both respect and high levels of productivity.
- * Hand shake is generally a traditional approach to salutation and while in the office, you should focus on business.
- * Handshakes can be rampant during school idle time (lunch break).
- * The hands must be kept busy to avoid unnecessary handshakes during school active time.

However, it should be only under strange or strict circumstances that one grabs a client's hand and have handshake if any. This can be determined by the situation at hand.

QTN. IS IT PROFESSIONAL TO HANDSHAKE BOSSES?

No, it is not because the gap between the senior and a junior must be maintained for purposes of respect. However, if the boss brings his / her hand, a junior can place his / hers but never should the junior begin.

TACKLING CONFLICT AT THE WORK PLACE.

These are frictions amongst workers and it could be between **cross cutting** management set up. Avoiding conflict can be more dangerous than facing it because it can leave wild fire burning in the community if not dealt with appropriately. If all possible corners of conflict are combed, conflict can then be used to solve problems, build trust, confidence and cooperation thus the diagnosed disease is treated.

DEALING WITH A DIFFICULT COLLEAGUE.

It is neither challenging nor impossible to handle this character. Such a person makes work unpleasant if not well dealt with. He / she can demand and make others miserable. Sometimes, this behavior directly affects one's performance hence need to properly clear the attitude.

NB: Demotion or suspension of a difficult person may not necessarily correct the mistake but instead add an injury onto the ulcer which might worsen the situation. It is mature to transform a person into easy, more productive, friendly and good member just like a child in a family. These are eye openers and great assets that pave ways forward through problem identification and provision of possible solutions.

3. FORMAL VS INFORMAL SALUTATION.

A formal salutation is Sir / Madam. Sir/ Madam in a modern World is highly restricted to writing if need be to write to a male / female with a known level of education e.g. with PhD, Degree, field of specialization. However, it may have a twist where a

person is famous and /or likes to be addressed by his professional title for instance Doctor, can be saluted as Doctor Samuel, Smith or James.

Alternatively, he can be addressed as Mr. Samuel, Smith; or if written can be "Dear Mr. Smith". In case he is known to like / love being called Doctor, one can use "Dear Doctor Smith".

In modern setup / establishments, we find people using first names e.g. David, Grace, Fr. James, Rev. Francis, Prof. Benjamin, etc.

Internally (school setup), the use of Sir / Madam should be limited to interject where necessary. It is better to recognize by use of designation e.g. Headteacher, Director of Studies, Deputy Headteacher or even abbreviate like HM., DOS., etc.

In other words, the informal use of Sir / Madam is being disengaged in the global setting largely.

WHEN TO USE DEAR.

Dear is a magic friendly word which is not good to use in business settings / establishments but applicable in letter writing because it is the order in authorship to address the recipient in that way i.e. Dear Sir, Madam, Grace, Mary, Dear Fr. Francis, Dear Rev. Peter etc.

WHEN TO USE HI; MZEE.

Hi is a more friendly way to salute a person of the same caliber and age brackets. Even if it sounds polite and encouraging, it stops at middle class age e.g. Hi Liz, Hi Joseph , Hi Fred.

Mzee is another word which requires limited use in any kind of business setup regardless of its politeness and promotion of humility or humbleness. Unlike elsewhere, Uganda's business does not restrict the title in question as respect, but creates a pointer to someone elderly.

SALUTATION ON PHONE.

The phone salutation can either be at the beginning or end depending on what is established in the talk. A telephone conversation can be concluded without bold salutation e.g. Sir / Madam / Rev. / Engineer etc. on receipt of a telephone call, be precise and straight to the point. Start by; welcome, this is New Hormisdallen P/S, how may I help you, please! The same is applicable in any other establishment.

At the end of the engagement, an appreciation must automatically come in as: Thank you for calling us.

More still, the voice must tell or describe the person receiving whether tall, humble, polite, pretender, corn person etc in order to market or ruin the establishment. Always take water so often to lubricate the throat for better voice output. In case of anger or stress, take some time to relax. Salutation is very vital both on phone, online and real life communication (at the work place) e.g. in my case, when I report, I should clean up my desk, walk to the immediate supervisor to find out about his day's program by use of Sir/ Madam or designation (Deputy, DOS). Never ask about the family, and if so, only where it is necessary.

4. EFFICIENCY VS EFFECTIVENESS.

This is how quick or slow, accurate or inaccurate, a person performs. Both efficiency and effectiveness zero at speed and accuracy at work.

Speed and accuracy are some of the components necessary to drive development of an establishment upwards i.e. a slow speed has the ability to drive the development of the establishment negatively because every activity / program will be jeopardized by slow minds hence less output.

An over drive can on the other hand cause errors to an establishment e.g. one can hurriedly swap message / documents meant for right officials to wrong ones i.e. for David goes to Davis which becomes a liability to an establishment as it opens up and / or reveals company's weaknesses.

An effective employee produces at high levels while an efficient employee produces quickly and intelligently (performs at high speed and care).

NB: Being effective is all about doing right things at the right time and place whereas being efficient is only about doing things right. It values time as the greatest asset thus time saving and management.

WHY EFFICIENCY AND EFFECTIVENESS.

These are twin performing words which must highly be considered and valued in every plant. To balance output and demand at the market, efficiency and effectiveness have to weigh equally.

UNPREDICTABLES.

These are unprogramed / scheduled/ activities which drop in the course of the day and will equally need attention. Such set pieces force schedule to adjust.

To limit unpredictable, the secretary should be able to remind concerned offices about their day's schedules for better programming. Some of these may or may not be urgent. It is paramount to know about the urgency of any unprogramed piece of work for better adjustments without heavily antagonizing the already set schedule.

There should be high degree of confidentiality for instance if any official is out of school premises, there is no need to reveal. If she / he has gone beyond return time, please call to find out. If the official is already at school then it can be disclosed. Therefore, it is the right time to change and mend the weaknesses.

COMFORT VS DISCOMFORT.

Comfort is not very necessary at the workplace. It is not a good component at work because it encourages laziness thus less output and programs are deemed to diminish. The employees should run their activities on time.

In case any person feels sleepy, it is better to take a walk around, talk to God, wash the face to avoid sleeping space at work place and feel rejuvenated with new ideas.

A bit of discomfort is equally necessary to keep a person upright, focused and to the point since there is nothing got on a silver plate.

FAMILY VS EMPLOYMENT.

It turns to become very tricky when one is coupled but the good news befalls those who work as husband and wife in the same work place. It is every one's obligation to guard his / her employment against family pressure. Learn to differentiate these two entities because if mingled up, can destroy both parties if mishandled and knowing that employment fruits are family blood life.

As we can reason, no family can stand without income and no woman / lady will just desire to live as a housewife without personal income to support the family i.e. if the opportunity is available at her reach.

Remember, a home is built by two hearts and two people coming together in harmony. Therefore, never allow employment issues affect family and vice versa. They are two different institutions. However, one must remember that while in family relationship, the community has an eye on him / her therefore; honesty and politeness are rules and regulations.

To sum up, the two magic words "sorry and please" must be on the fingertips to always harmonize any shortcomings. Alternatively, silent button can be engaged to answer noise and will count more credit.

NB: Jealously guard both institutions because they are gifts from God and they both need each other.

5. DELEGATION VS SELF CENTREDNESS.

DELEGATION.

Delegation is a mode of sharing duties through instructions and distribution.

However, never at any point should an employee get stuck with certain programs e.g. an official stagnates performance by locking the office because he / she has left for a journey. A case in point can be locking DOS' office which will definitely paralyze teachers' schedules due to lack of certain teaching materials.

In such establishment, there is a need to shift assignment from A to B on the basis of efficiency and effectiveness. But never to leave it to somebody who is vice versa. In case of doubt, it is better to leave it without any attendant than inviting huge losses to the officer in-charge, offices attached to, and entire community.

Efficiency, Effectiveness, Trustworthiness and Transparency are paramount in an establishment because there are units or departments which need to work together to achieve a particular goal.

More still, before delegation, an officer must understand who and what the person is, may be a "chameleon".

To sum up, always be able to identify responsible and trustworthy individuals to leave offices in their attention.

SELF CENTEREDNESS.

Self centeredness is one man's performance. He personalizes duties and property i.e. Robot like worker. Such employees can slow down, stagnate or even fail the school programs.

Self centeredness is characterized by selfishness and greed to shoulder every single activity regardless of his/her competence and experience. The best example here is a perfectionist who is never satisfied with anything less than what his /her mind mapped.

Such virus can cripple the progress and development of an institution. Therefore, working as a team is very important and to delegate responsibilities is a blessing since it drives an establishment forward without stagnation; unlike self centeredness which waits and holds back activities thus a disgrace.

STRENGTHS VS WEAKNESSES.

These are determinants of production whether to be high or low. When we talk about strengths and weaknesses, we must understand the two categories of weaknesses:-

Intra-personal weaknesses are those an individual grew up with and difficult to change e.g. arrogance while **Inter-personal weaknesses** are developed amidst or against community members e.g. some individuals not seeing eye to eye in the same space / office.

Intra-personal weaknesses highly ruin the set up because they are in-build and characterized by rigidity while inter-personal, rotate between a person and his/her workmates and are flexible if identified and dealt with. Such weaknesses may do others well and ignore other essential ingredients i.e. a strong wall will require appropriate quantities of cement, sand and water. In other words they are equated to units / departments which can work hand-in-hand with the administration to achieve a set goal.

DRESS CODE.

This is the presentability of a person. It does not carry any sense to dress as required of a Front Desk Officer and perform upside down. The dress code must match intelligence.

OFFICIAL VS CASUAL OR FORMAL VS INFORMAL.

In an official dress code, the following should be noted:-

1. No use of high heeled shoes because they reduce performance. The flat closed shoes, preferably black, are highly recommended for easy and swift movement.
2. For this particular work station, there is need to look formal because it is the immediate face, voice and image of New Hormisdallen Primary School Establishment. Therefore, smartness must be part and partial of the work centre, must always be presentable, smart, clean and decent.
3. In most cases, plain clothe in whichever colour as tops and black, brown, maroon, green colours for skirts with an overcoat. This entices professionalism and brightness.
4. Flowery dresses shall be good e.g. on Visitation Days or other occasions because the work centre is not positioned in one place. More so, it can be for easy identification.
5. Should never use trousers at all for public opinion because the why and how I dress, will spark-off discussion. Such attire can apply to other kinds of businesses but NOT a school set up.
6. Formal dress code must run from Monday – Thursday and may be school T-Shirts or something decent on Fridays.
7. Jeans may be applicable only on weekends and must be decent fashion not damage or fancy styles.

NB: All these, amount to uniqueness and smartness required at the work station (Front Desk).

6. PROFESSIONALISM VS VOLUNTEERISM.

Professionalism is the art of doing things / work according to what a person trained for; whereas Volunteerism is sacrificing to do something / work within or outside designation, with or without instructions and NO PAY.

Resource envelop of an establishment is nothing else but the human resources or financial (funds) resources available at hand for the establishment to operate satisfactorily and human resources move hand in hand with financial resources.

In modern settings, for any work to move smoothly, the relationship between professionalism and volunteerism must be keenly observed and embraced. The employer deserves employees' kind hearts which can only be expressed through the little done / engaged in unconditionally and all in the interest of keeping the image and name of an establishment at high.

If employees were to tag or attach monetary value to every action taken then it would become very expensive for employers to hire services and / or maintain workers for a reasonable length of time.

It is important to note that some employees do volunteer many times unknowingly.

In the modern job market, one would be asked the number of times he/she has ever volunteered to do something in the interest of building a given establishment.

7. RESPONSE (Thank you Vs No Thank you) & (STRICT TIME).

MANAGEMENT.

It is important to recognize and/ or appreciate whatever little one has done or performed i.e. very kind to say THANK YOU after an official, casual work or telephone conversation.

In Africa generally, people are used to saying more of THANK YOU on the other hand and less of NO THANK YOU on the other part. A case in point is somebody offering a person a lift from office, the best answer is NO THANK YOU. Even if a lift is coming from an immediate supervisor or Boss, the answer remains NO THANK YOU!

In summary, a THANK YOU only works where something is applicable and NO THANK YOU where not Applicable. There is a need to rebuke or turn down certain unnecessary offers.

TIME.

The quotation "Ecc. 3:1-8" opens up this subheading since it talks about time; Time for tearing and time for mending, Time for joy and time for sadness, Time to plant and time to harvest etc. therefore, there is time for everything. This

simply means there is value for time and need to streamline and balance time against assignment at hand and in stock, time for duty and time to relax. Every assignment must not exceed apportioned time.

For example, in a day the usable active school time is 7.30am – 5.00pm. These are nine hours a day. If converted into minutes, will be:-

$$\begin{aligned} & 9\text{hrs} \times 60\text{mins.} \\ & = 540 \text{ mins. (Time for total concentration).} \end{aligned}$$

On the other hand, lunch break is the only time any employee has to relax. The 60mins (1 – 2.00pm) is referred to as OFFICIAL IDLE TIME. During this time, a person may go dine; chat to refresh, move somewhere in the compound then from 2.00pm - 5.00pm, is official active time. These hours must highly be observed by both employees and employers.

WHAT IS TIME MANAGEMENT?

Time management refers to the correct usage of time at hand in handling any given task or assignment. The focus is on allocating right seconds/ minutes/ hours e.g. it will be needless to spend the whole day working on one assignment at the cost of denying time for other vital assignments.

The only way to manage time is to understand the assignment at hand, in stock and predictable bearing in mind that there are only 540 minutes for a day's schedule, 2,700 minutes weekly and 10,800 minutes per month.

In other words, the 540 minutes can be equated to money received or lost. Once time at hand is lost, can't be regained.

NB: Time for meals must be observed to keep the employee energetic to manage the work stations.

EMPTY PROGRAMS.

These are unprogrammed schedules e.g. a person comes to meet an officer without an appointment because he / she will engage the officer on issues NOT scheduled.

In case of poor time managers, their appointments shall always keep altering until they learn how to keep time.

EMPTY PROGRAMS VS SET PROGRAMS.

A component of time management must be ironed throughout units, departments, offices to empower the establishment to perform as a single unit. Such empty programs should not over ride scheduled programs at any moment.

8. INTERNAL COMMUNICATION TECHNIQUES.

1. Intercom (Internal Communication) Telephone system.
2. Memos (Used amidst offices).
3. Reporting (Verbal / Authored)
4. Email (Electronic mail).

1. Intercom.

The purpose of internal telephone communication is to accelerate and improve on proper time management within the establishment. It is time saving to call the Headteacher and inform him of the emergency than walking to his office.

It is also time saving to alert the security guard about the pending security issue than rushing to the gate in person.

Intercom helps to strengthen time management and accelerates the process of decision making. However, intercom is recommended for large and multi-sectorial offices i.e. at times intercom may not work in an open office situation. For the blocked offices, intercom performs well but still there has to be element of speed in call-time management.

Intercom can also be hindered by people e.g. an officer decides to keep intercom busy to avoid people. By blocking people, is equally blocking financial resources.

An intercom signals priority which should be answered immediately.

Conclusively, internal communication system is very fashionable, and timely for all.

2. MEMOS.

These must be short with good diction or message.

Note:-

- a. Memos can be written by someone above, to the junior officials and / or whoever has responsibilities and authorities.
- b. Must be very brief, to the point and memorable with an assortment of good dictions (language).
- c. The dates must be written in full not briefs.
- d. Not signed BUT only short listed points e.g. 1 – 10/15 points.
- e. The memos must be filled daily.

3. REPORTING.

Reporting is very essential at every work station especially the Clients' Service Unit (Front Desk). Consideration must focus on date, time and events as they happened during the week, fortnight or a month. For administration unit, we can consider key things or programs captured by the unit from Monday – Friday with honesty (never add unnecessary items or report with bias) and stick to what exactly took place without favouring or taking side while reporting (balanced).

a. Progress Report / Performance Report.

This is attached to work in progress (like a recap of the week's activities), what has been planned and performed, at what degree e.g. 60%, 80%, fair, good or excellent. In other words, it is an analysis of challenges, achievements and opportunities associated with the job at hand.

Executive summary can be made at the end of the term (comprising weekly reports) with items like how many calls came in, went out, visitors to school, to DOS, H/M, Bursar etc. this will come as per the job description.

However, all forms of reporting and/ or work evaluation shall be possibly described in the job description.

9. THE 3 CS

The 3Cs under office management are **Coordination, Cooperation** and **Collaboration**.

Coordination is to link various parts or units of the system in order to work together and well.

Cooperation is working together to achieve a similar goal.

Collaboration is to agree to do something the way required in order to produce certain results.

In most cases, officials are instructed to coordinate and fail to cooperate; or may coordinate and fail to cooperate and collaborate. Where there is cooperation, coordination is easier and collaboration automatically comes in e.g. if members perform jointly (cooperate), it encourages collaboration which is cemented by proper coordination to move the system positively.

However, a challenge might rise between coordination and cooperation which may easily hinder collaboration. The coordinator may perform well to link administration to the lower officials and yet some of these officials may be rigid and not welcoming.

In case the coordinator fails to perform, he / she will drag all units or entire system into jeopardy.

10. USEFULNESS OF ICT / INTERNET IN OFFICE COMMUNICATION.

Internet is an essential tool in business growth and development. It expedites / speeds up the process of business growth and development and it is commonly said that the world has become a global village, meaning, no matter where one is, accessibility is possible and easy e.g. by using skype, you can chat directly with a person 8,000 km away. In the office setting and management, the usefulness of internet is unlimited. However, its availability is very limited. In internet, the most important thing to understand is the Email.

The Email (Electronic Mail) system is designed to deliver message that the ordinary telephone text cannot do in terms of length.

More so, it keeps business partners (clients and suppliers) in touch within seconds as opposed to the traditional post and telecommunication services and Email is more or less instant.

In conclusion, internet literacy is a prerequisite to every job description. In other words, internet facility boosts the process of business growth and development.

Now, it is fashionable to promote internet literacy at all levels. The establishment here is ready to streamline internet programs throughout Early Childhood Development and Primary.

REAL ESTATE MANAGEMENT.

SPACE MANAGEMENT.

Over utilization of space Vs Under utilization of space.

New Hormisdallen Primary School multi-million complex developed over 3 years to provide active space for business activity / educational services.

To manage space correctly, every square metre must be accounted for.

Under utilization of facility (space) undermines the potential of the establishment to excel without stress and complaints.

Under utilization of space in the short run is luxurious but very regrettable in the medium and long run business survival.

Under utilization of active space distorts the potential of the school to grow.

Proper utilization of space accelerates the process of business growth and development and consolidation.

In a nut shell, all resources must be adequately utilized to avoid redundancy / stagnation and pre-mature shut down of business project and / or school establishment.

**SPECIAL THANKS TO NEW HORMISDALLEN PRIMARY SCHOOL
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2. Mr. Nyango .G.Willy – Headteacher (Editor).
3. Mr. Amecu David – Deputy Headteacher (Sub-editor).
4. Mr. Ocen Geoffrey – Director of Studies (Sub-editor).
5. Mr. Okwir Benzamin (Sub-editor).

The ten (10) hour mentorship program.

*Authored by: **Grace Apio.***

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