The number of staff required to efficiently perform all warehouse activities is dependent on many factors, including the amount and types of commodity stored, the total number of warehouses, and the frequency of receipts and dispatches. For example:

* In a small or medium-sized warehouse, one warehouse manager may perform all activities.
* In a large warehouse, a warehouse manager may maintain overall management, but assign assistants to tally receipts and dispatches, record transactions on stack cards or in inventory ledgers, and inspect and maintain stacks.
* For larger or more complex programs, one warehouse manager may be responsible for several warehouses, with assistant “warehouse officers” and storekeepers at each.

1. In any operation, adequate numbers of staff should be employed to perform the routine activities listed on the following pages.
2. There must be **clear segregation of duties** between staff with physical custody of commodity (such as warehouse management) and staff authorizing movement or distribution of commodity (such as program management).
3. Casual (or temporary) laborers will periodically be needed to unload, load, stack, and reconstitute commodity. Before contracting casual (or temporary) laborers:

* Verify local labor law requirements.
* Document the basis for payment (daily, hourly, or as a group by the MT).
* If laborers are paid by the day, state what constitutes a day, how payment is made for incomplete days, and whether or not overtime will be paid).
* Determine frequency of payment (daily, weekly, or monthly).

1. Ensure all staff (regular or temporary) have clear lines of authority and responsibility.

| **Routine Warehouse Operation Activities** | **Job Title(s)** | **Number of Persons Needed** |
| --- | --- | --- |
| **Planning** |  |  |
| Determine casual labor needs, and coordinate hiring with HR and/or Administration staff. |  |  |
| Develop receipt and dispatch plans. |  |  |
| Contribute to pipeline analysis. |  |  |
| **Warehouse Management** |  |  |
| Load and off-load commodity. |  |  |
| Stack commodity at proper height and spacing; segregate damaged or short-weight containers. |  |  |
| Reconstitute damaged and/or short weight commodity. |  |  |
| Prepare damaged commodity for disposal, per Reg 11. |  |  |
| Inspect stack daily. |  |  |
| Control insect and rodent infestations. |  |  |
| Sweep and clean warehouse. |  |  |
| Check equipment and ensure servicing as needed. |  |  |
| **Documentation and Reporting** |  |  |
| Tally and verify quantity and quality of all commodities received and dispatched. |  |  |
| Document all commodity movement with accurate, reconciled, and signed waybills. |  |  |
| Produce commodity reports (at least monthly and quarterly). |  |  |
| **Control** |  |  |
| Conduct physical count of stacks after all receipts and dispatches. |  |  |
| Maintain balanced, up-to-date stack and/or bin cards. |  |  |
| Maintain balanced, up-to-date warehouse ledgers for all commodities. |  |  |
| Control warehouse access (who can enter and when they can enter). |  |  |
| Verify warehouse ledgers for accuracy of entries as compared to source documents. Investigate any discrepancies and reconcile differences. |  |  |
| Compare the stack card balances with the warehouse ledger balances. Investigate any discrepancies and reconcile differences. |  |  |
| Conduct monthly physical counts of all commodities, reconcile with ledger balances, and prepare report. |  |  |
| For all missing or damaged commodity, promptly prepare and submit a loss report. |  |  |
| Maintain warehouse receipt and dispatch files. |  |  |
| **Supervision and Administration** |  |  |
| Train staff as appropriate. |  |  |
| Supervise storekeepers and casual laborers. |  |  |
| Maintain attendance sheets for casual laborers and prepare payment documents. |  |  |
| Oversee security staff. |  |  |
| Conduct warehouse inspections, and correct all identified issues. |  |  |