MACHINING

Level - III

Learning Guide 12

Unit of Competence: Monitor Implementation of Work plan/Activities

Module Title: Monitoring Implementation of Work plan/Activities

LG Code: IND MAC3 12 0217

Instruction Sheet	Learning Guide #1

This learning guide is developed to provide you the necessary information regarding the following **content coverage** and topics:

1. Monitor and improve workplace operations
2. Plan and organize workflow
3. Maintain workplace records
4. Solve problems and make decisions

This guide will also assist you to attain the learning outcome stated in the cover page. Specifically, **upon completion of this Learning Guide, you will be able to**:

- Quality problems and issues are promptly identified and adjustments made accordingly.
- Work is scheduled in a manner which enhances efficiency and customer service quality.
- Workplace records are accurately completed and submitted within required timeframes.
- Problems are analysed for any long term impact and potential solutions assessed and actioned in consultation with relevant colleagues.

Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described below 3 to 29.
3. Read the information written in the information “Sheet.
4. Accomplish the “Self-check 1.
5. Do the “LAP test.

1. **Monitor and improve workplace operations**
   Introduction
   What is a Monitoring and Evaluation Plan?

☞ **The Monitoring and Evaluation plan (M&E plan)** is a document used by the project team to help plan and manage all Monitoring and Evaluation activities throughout a particular project cycle.

☞ It also should be shared and utilized between all stakeholders and sent to donors.

☞ It keeps track of:
- ➢ What you should monitor,
- ➢ When you should monitor,
- ➢ who should monitor, and
- ➢ Why you should monitor.

☞ Think about the M&E Plan as a Work Plan specific to Monitoring and Evaluation activities.

☞ Generally, the M&E Plan includes:
- ➢ Goals and objectives of overall plan
- ➢ M&E questions and methodologies
- ➢ Implementation plan
- ➢ Matrix of M&E indicators and expected results
- ➢ Proposed timetable of all M&E activities
- ➢ M&E instruments for gathering data

☞ The Monitoring and Evaluation plan should have a rigid flexibility; rigid enough that it is well thought out and planned but also flexible to account for changes that can improve or identify better monitoring and evaluation practices. This is especially important in the ever-changing and fast-moving conflict environment.

Understanding inter-linkages and dependencies between planning, monitoring and evaluation

- ➢ Without proper planning and clear articulation of intended results, it is not clear what should be monitored and how; hence monitoring cannot be done well.
- ➢ Without effective planning (clear results frameworks), the basis for evaluation is weak; hence evaluation cannot be done well.
- ➢ Without careful monitoring, the necessary data is not collected; hence evaluation cannot be done well.
- ➢ Monitoring is necessary, but not sufficient, for evaluation.
- ➢ Monitoring facilitates evaluation, but evaluation uses additional new data collection and different frameworks for analysis.

- Monitoring and evaluation of a programme will often lead to changes in programme plans. This may mean further changing or modifying data collection for monitoring purposes.

Planning can be defined as the process of setting goals, developing strategies, outlining the implementation arrangements and allocating resources to achieve those goals. It is important to note that planning involves looking at a number of different processes:

Identifying the vision, goals or objectives to be achieved

- Formulating the strategies needed to achieve the vision and goals
- Determining and allocating the resources (financial and other) required to achieve the vision and goals
- Outlining implementation arrangements, which include the arrangements for monitoring and evaluating progress towards achieving the vision and goals

☞ There is an expression that **"failing to plan is planning to fail**."While it is not always true that those who fail to plan will eventually fail in their endeavours, there is strong evidence to suggest that having a plan leads to greater effectiveness and efficiency.

☞ Not having a plan—whether for an office, programme or project—is in some ways similar to attempting to build a house without a blueprint, that is, it is very difficult to know

  - what the house will look like, how much it will cost,
  - how long it will take to build, what resources will be required, and
  - Whether the finished product will satisfy the owner's needs.

☞ In short, planning helps we define what an organization, programme or project aims to achieve and how it will go about it.

☞ **Monitoring** can be defined as the ongoing process by which stakeholders obtain regular feedback on the progress being made towards achieving their goals and objectives.

☞ Contrary to many definitions that treat monitoring as merely reviewing progress made in **implementing** actions or activities, the definition used focuses on reviewing progress against **achieving** goals.

☞ In other words, monitoring is not only concerned with asking "Are we taking the actions we said we would take?" but also "Are we making progress on achieving the results that we said we wanted to achieve?"

☞ The difference between these two approaches is extremely important. In the more limited approach, monitoring may focus on tracking projects and the use of the agency's resources.

☞ In the broader approach, monitoring also involves tracking strategies and actions being taken by partners and non-partners, and figuring out what new strategies and actions need to be taken to ensure progress towards the most important results.

☞ **Evaluation** is a rigorous and independent assessment of either completed or ongoing activities to determine the extent to which they are achieving stated objectives and contributing to decision making.

☞ Evaluations, like monitoring, can apply to many things, including an

- **Activity,**
- **project,**
- **programme,**
- **strategy,**
- **policy,**
- **topic,**
- **theme,**
- **sector** or
- **Organization**.

☞ The key distinction between the two is that evaluations are done independently to provide managers and staff with an objective assessment of whether or not they are on track.

☞ They are also more rigorous in their procedures, design and methodology, and generally involve more extensive analysis.

☞ However, the aims of both monitoring and evaluation are very similar: to provide information that can help inform decisions, improve performance and achieve planned results.

The distinction between monitoring and evaluation and other oversight activities

☞ Like monitoring and evaluation, **inspection, audit, review** and **research** functions are oversight activities, but they each have a distinct focus and role and should not be confused with monitoring and evaluation.

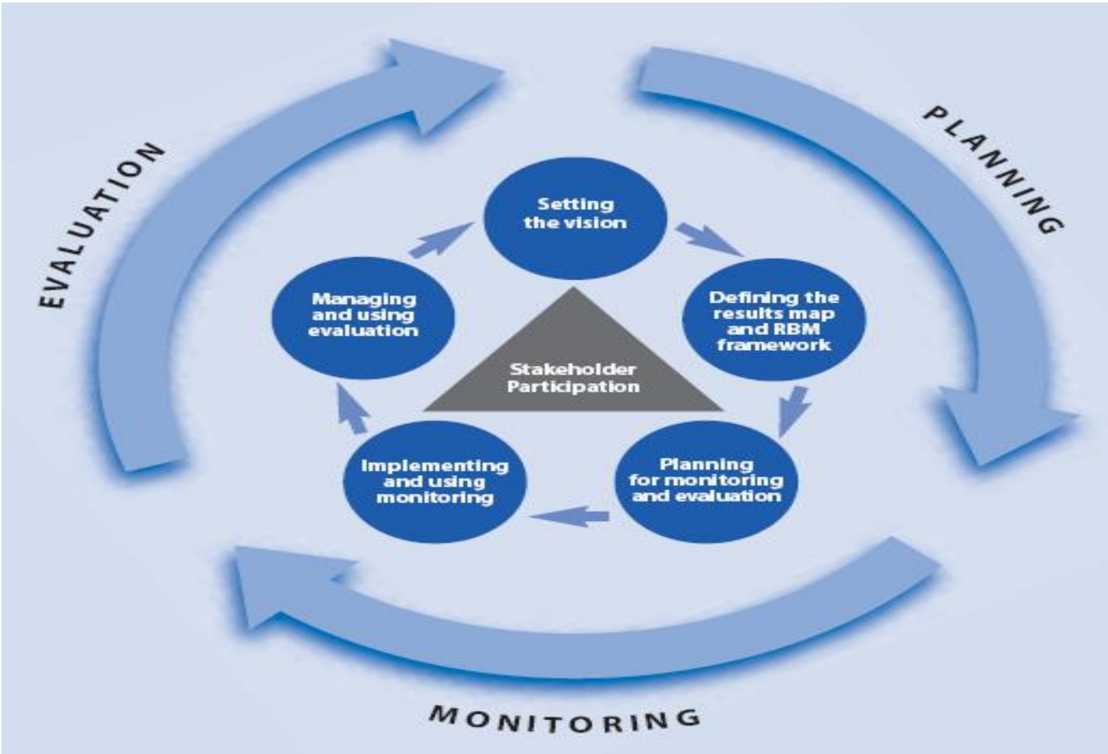
☞ **Inspection** is a general examination of an organizational unit, issue or practice to ascertain the extent it adheres to normative standards, good practices or other criteria and to make recommendations for improvement or corrective action. It is often performed when there is a perceived risk of non-compliance.

☞ **Audit** is an assessment of the adequacy of management controls to ensure the economical and efficient use of resources; the safeguarding of assets; the reliability of financial and other information; the compliance with regulations, rules and established policies; the effectiveness of risk management; and the adequacy of organizational structures, systems and processes. Evaluation is more closely linked to learning, while audit focuses on compliance.

☞ **Reviews,** such as rapid assessments and peer reviews, are distinct from evaluation and more closely associated with monitoring. They are periodic or *ad hoc*, often light assessments of the performance of an initiative and do not apply the due process of evaluation or rigor in methodology. Reviews tend to emphasize operational issues. Unlike evaluations conducted by independent evaluators, reviews are often conducted by those internal to the subject or the commissioning organization.

☞ **Research** is a systematic examination completed to develop or contribute to knowledge of a particular topic. Research can often feed information into evaluations and other assessments but does not normally inform decision making on its own.

- While monitoring provides real-time information required by management, evaluation provides more in-depth assessment. The monitoring process can generate questions to be answered by evaluation. Also, evaluation draws heavily on data generated through monitoring during the programme and project cycle, including, for example, baseline data, information on the programme or project implementation process and measurements of results.



Note: Planning, monitoring and evaluation should not necessarily be approached in a sequential manner. The conduct of an evaluation does not always take place at the end of the cycle. Evaluations can take place at any point in time during the programming cycle. This figure aims to illustrate the inter-connected nature of planning, monitoring and evaluation to support MfDR. Planning for monitoring and evaluation must take place at the planning stage

1.1. Monitor Efficiency and service levels on an ongoing basis

What are Monitoring (M) and Evaluation (E) Plans used for?

☞ The Monitoring and Evaluation plan allows all staff involved with the project to have a reference sheet of all the monitoring and evaluation activities during the progress of the project and highlights data.

☞ It helps to identify "who is supposed to do what to collect which data and when it is collected" and how that data has changed over the course of a certain period. The M&E

coordinator and project team can use the Monitoring and Evaluation plan to contribute to evaluation design and monitoring implementation.

Why should we write an M and E Plan?

- In short, the M&E Plan is used for the purposes of management and good practice.
- It is a critical tool for
  - Planning,
  - managing and
  - Documenting data collection.
- The M&E Plan keeps track of the progress we are making, monitors the indicators being used as well as their results.
- In this way it contributes to the effectiveness of the monitoring and evaluation system by assuring that data will be collected and on schedule.
- Additionally, it works to build ownership and of the M&E system by the project team, creating additional responsibility and accountability for the success of the M&E activities

When should the M and E Plan be used?

- The M&E Plan should be used as a reference throughout the length of the program cycle, tracking all programs and updated to include all monitoring and evaluation data and results.
- It should be constantly updated to include up-to-date information of monitoring and evaluation progress. This includes indicator results after each activity or intervention, data collection methods and sources, and who will be collecting data.
- If they occur, It should also be used and to track changes and updates to monitoring and evaluation activities.

When should it be written?

- The M&E plan should be completed one month after the project contract has been signed.

Who should be involved?

The M&E plan is intended for the use of the organization. Therefore, the M&E plan should be designed by those who are involved in the program, including strategic partners. This allows the creators of the M&E plan to also be the users. This participatory approach ensures project team support and learning, which can increase effectiveness of the M&E and organizational capacity. However, the exact roles that the

How to write an M and E Plan?

What should be included?

- There is no standardized template or structure to an M&E Plan, so therefore the plan can be modified to best fit the
  - programme,
  - communication, and
  - Organizational needs.
- However, an effective M&E Plan should include:

1. Executive Summary
2. Project Background
3. M & E Planning
4. Monitoring and Evaluation System
5. Project Risk Matrix
6. M & E Information Map
7. M & E Work Plan Matrix
8. M & E Timetable
9. References
10. Annexes (Appendixes)

☞ The length of an M&E plan depends on
- ➢ The complexity of the M&E system,
- ➢ the size of the project, and
- ➢ Specific donor criteria.

☞ **While there is no specific format for an M&E Plan, there are specific criteria that should be included in the M&E Plan.**

Documents to have on hand:

A few documents can act as references to aid in writing the M&E plan:
- ➢ Project Proposal
- ➢ Logical Framework
- ➢ Results Framework (For USAID projects)
- ➢ Checklist for M&E Plan

☞ These documents have much of the information that goes into an M&E plan. Using these documents not only provides an easy reference, but also ensures continuity between all project documents.

☞ However, the information from these documents should not make up the complete M&E Plan, especially if they are below standards.

☞ The M&E Plan should always include more specific information than what is included in these documents, and if needed, revised goals and objectives.

☞ **When making an M&E plan, carefully consider resource and budget limitations.**

☞ **Data Collection costs, in terms of human and financial costs, is an important consideration.**
- ➢ **Do you have the time and resources available to cover all the M&E activities? An M&E plan should be developed with these restraints in mind. Think about the budget in terms of the value of the data collection in relation to the actual cost of data collection.**

Step One: Executive Summary:

☞ This section of the M&E Plan should be quite short – Just a quick synopsis (summation) of what the M&E plan contains and what it is about.

Step Two: Project Background:

☞ This section provides context to the M&E Plan. It should begin by explaining the project:

A. Name
B. Funding agency
C. Date preliminary work (needs assessment and project design) began
D. Implementation start date and project termination date
E. Main **goal** and **specific objectives** of the project
F. Principal strategies
G. Target population and groups
H. Final number of beneficiaries
I. If possible, map of region with project areas located on it

Step Three: M&E Planning:

☞ This section explains how and who planned the Monitoring & Evaluation system. It should answer two questions: What were the key issues/decisions? Who participated in the decision making? Key information to include in this section is:

Date of M&E plan preparation

1. Period of time in which the M&E plan proposes activities
2. Who made decisions and how were decisions made regarding M&E plan
3. Who should collect what information and at which time it is collected

☞ The roles of who is collecting information and at which time it is collected depends on the project team and what best suit the project.

☞ There are no prescribed roles in which a person or team is responsible for across all projects. For example, the DM&E Coordinator is not always responsible for data collection. With that said, the roles and responsibilities of each person involved in the project should be clearly defined with specific tasks and the time in which those tasks should be performed.

Step Four: Monitoring and Evaluation System:

☞ This section should include a description of all the Monitoring and Evaluation activities of a project, summarizing each individual activity. This includes describing each monitoring and evaluation technique used what it is going to be used for, who is collecting that data, and how the data will be used.

☞ It should also include key indicators for each M&E activity.

Step Five: Project Risk:

☞ Therefore, this section should highlight potential areas of risk while also providing contingency plans if risks do occur.

☞ It should also include potential ways to mitigate these risks. Risks can include:

A. Changing security conditions
B. Miscommunication issues
C. Misperceptions of project
D. Legal and governmental barriers
E. Financial mismanagement

Step Six: M&E Information Map:

☞ The M&E Information map is utilized as a visual tool for knowledge management. M&E information maps can take on many different shapes, but all should include:

1. Proposal documents (Budget, LogFrame)
2. Project documents (Work Plan, M&E Plan, Baseline)
3. M&E data collection sources (Reports, Surveys, Meetings)
4. M&E reports (Annual Report, Mid-term Evaluation, Final Evaluation)
5. M&E stakeholders (SFCG Staff, Beneficiaries, Donors)

☞ The purpose of an M&E information map is to ensure that the proper documents and information is disseminated and correctly used throughout the project cycle. In short, it's a visual representation of the gathering, processing, and feedback of data within the project. This step is extremely important in making sure that monitoring and evaluation activities inform future decision making and feedback to the project.

Step Seven: M&E Work Plan Matrix:

☞ The M&E Matrix summarizes a Monitoring and Evaluation Plan by including a list of methods to be used in collecting the data. The matrix provides a visual format for presenting the indicators-and their corresponding activities-for each project objective.

☞ Again, there is no specific template. As a result, the M&E Matrices tend to include a wide range of information.

☞ What information is or is not included is determined by either

☞ (1) what is deemed most important to the team that is utilizing the M&E plan or

☞ (2) Donor suggestions/requirements.

The most common information included is:

1. Indicator and definition
2. Who is responsible for data collection?
3. How is data collected?
4. Where is data collected?
5. When is data collected?
6. Targets
7. Disaggregation

But some matrices also include:

1. Responsible partner
2. Baseline/Benchmarks
3. Why is data collected?

Step Eight: M&E Timetable

☞ The M&E Timetable is fairly straightforward. It provides an answer to the question "When are each of the monitoring and evaluation activities being implemented?

> **Tip: Integrate M&E Plan into Work Plan** When possible, the M&E Plan should be integrated into the Work Plan. For example, the M&E Plan timeline can be integrated into the work plan timeline. This allows for all those involved on the project to be aware of the M&E activities.

Step Nine: References:

☞ A list of documents referred to within the M&E Plan.

Step Ten: Annexes:

With each M&E Plan, a number of annexes should be included. Potential annexes are:

1. Indicator Reference Sheet (USAID Requirement)
2. Results Framework
3. Budget

TOOL 1 Checklist for M and E

Checklist for M&E Plan

Use the following checklist to ensure that all major components of the M&E Plan are covered:

- □Executive Summary
- Project Background
- Name
- □Funding agency
- □Date preliminary work (needs assessment and project design) began
- Implementation start date and project termination date
- □Main goal and specific objectives of the project
- □Principal Strategies
- □Target population and groups
- □Final number of beneficiaries
- If possible, map of region with project areas located on it

☞ **M & E Planning**

- Date of M&E Plan preparation
- Period of time in which the M&E plan proposes activities
- Who made decisions and how were decisions made regarding M&E plan

☞ **Monitoring and Evaluation System**

- Description of all activities in M&E System
- □Overview of key indicators

☞ **Project Risk Matrix**

- □Analysis of potential risks

- Contingency plans for each risk

☞ **M & E Information Map**

- Proposal documents (Budget, LogFrame)
- Project documents (Work Plan, M&E Plan, Baseline)
- M&E data collection sources (Reports, Surveys, Meetings)
- M&E reports (Annual Report, Mid-term Evaluation, Final Evaluation)
- M&E stakeholders (SFCG Staff, Beneficiaries, Donors)

☞ **M & E Work Plan Matrix**

- Indicator and definition
- Who is responsible for data collection?
- How is data collected?
- Where is data collected?
- When is data collected?
- Disaggregation
- Targets

Obtaining relevant information

☞ You need to ensure you collect up-to-date and relevant information. There may be multiple versions of a document or file.

☞ Clarify which version is needed when you initially receive the request. Check dates and find out where the most current versions of information are kept.

☞ Ask for feedback from the person who requested the information.

  - Is the information what they asked for?
  - Does it help them find out what they need to know?
  - Is there any other information you might be able to provide to help them?

☞ Feedback helps you to improve your information-gathering techniques. It may also show you how to improve.

☞ When you are gathering information, if there is no single specific source for what is requested, you will need to think carefully about where you can find the particular information you need. You may be able to obtain some of what you need from sources within your organization.

☞ Or, you may need to find the information outside your organization. This may involve speaking to people on the telephone, accessing archives or other information storage facilities or using search engines on the Internet.

Process and maintain workplace information

☞ Having a date for any information taken from the Internet is essential. Information can go out of date quickly. Information may be updated on websites, so that something you find one day may be altered or even gone the next. This is why it is important to record the Internet address and the date you accessed it for future reference. Sometimes you may need to go back to a site to find the latest information available.

☞Obtaining information efficiently means:

- knowing where to find correct, up-to-date information
- collecting it according to the organization's policies and procedures
- forwarding it to the correct people
- responding within a given time line, which is sometimes specified or you may just

☞If you don't know how to do some of these things, you can waste a lot of time. You may look in the wrong places, find unnecessary information, operate equipment incorrectly and deliver the information too late.

☞Each time you are about to start collecting information, you should think about how you could complete the task in the most efficient way possible.

☞If you have trouble finding the requested information or if you are asked to work on something else, you must remember to keep the person who requested the information informed. They are relying on you and need to know if you cannot meet their expected time line and deliver the material as requested.

Prioritizing requests

☞When collecting information for others, you may have to priorities the requests you receive.

☞Prioritizing requests involves deciding in what order you should carry them out. Always process the most urgent requests first and try not to keep people waiting unnecessarily.

☞Planning your activities and using your time efficiently are important skills in any job. Be prepared to think through what you need to do, plan each activity and organise your time so that you are efficient.

Monitoring your progress

☞To be efficient you need to know how to monitor your progress. This means identifying:

- how much of each task you have achieved
- what you need to do to finish the task
- how long it will take you to do this
- How you handle urgent tasks.

Prioritizing your work

☞If the plan needs to be changed, write down the new information as soon as you get it. You can then see how this affects the overall plan. You may need to prioritise your work. This means working out which tasks are the most important and doing them first.

☞You will need to show your supervisor or manager your work plan and ask them to help you set priorities and deal with any tasks that conflict with your time lines.

☞Time lines often have to be changed. However, it is essential that you talk to the people who are involved first. Your supervisor or manager may help you with this.

By managing your work in this way, you will always know:

- what you need to do

- when it is expected
- who is still waiting for information
- Which task is the most important?

Keeping track of information

☞ Storing information in a centralized area allows everyone to access information easily, whether it is paper-based or in electronic form. However, systems must be in place to control the movement of information so everyone knows where a file is at any moment.

☞ Most organizations have specific procedures to keep track of their paper-based files. Some organizations have a policy about how long files can be held out of the filing system. You need to find out the procedures followed in your organisation.

☞ They may include using:

- out cards (or file markers), which are inserted in place of the file you have removed and record details such as date removed, file name, borrower and date to be returned
- passing slips, which are filled out and given to the records supervisor if a borrowed file is passed directly onto another person without going back to the filing system

Keeping information secure

☞ Most organizations have at least some files that are not appropriate for general circulation.

☞ These may include

- personnel files,
- performance appraisal documents and
- Sensitive material such as the business's strategic plans.

☞ For example, files containing personal information about employees should not be available to everyone. The only people who need to view these files are managers, human resources staff and the employee the file is kept for.

☞ All files, confidential or not, are the property of the organization. Employees must be careful not to release information to the public, competitors or anyone else outside the workplace.

☞ In some organizations, file security is extremely important. These include:

- organizations that keep sensitive information about their customers such as insurance companies, legal firms and government departments
- organizations developing new products where information revealed to competitors may disadvantage the organization
- Organizations that do politically sensitive work.

☞ Methods used to keep confidential or restricted files secure include:

- keeping hard-copy files locked
- requiring signed authorization from a manager for access to files
- using passwords to access restricted computer files
- storing confidential computer files on a CD or other storage device rather than on the

hard drive (the CD can then be stored in a locked cupboard)

- Using encryption, a method in which the computer file is coded and requires a decoding key to open and translate the file.

2. Give **five** examples. Record your response in a table like the one below.

Type of information	How often required	Reasons for information	Source of information	Storage medium	Storage location

1.2. Support overall enterprise Operations in the workplace

Monitoring your progress

To be efficient you need to know how to monitor your progress. This means identifying:

- How much of each task you have achieved
- What you need to do to finish the task
- How long it will take you to do this
- How you handle urgent tasks?

1.3. Identified Quality *problems* and issues promptly(on time) and adjustments are made accordingly

- In a busy work environment, things may happen to alter your planned work schedule. For instance, people may decide they need information sooner than they thought or will ask for urgent information unexpectedly. Sometimes, you will have to wait for information from somebody else. Or a task may take a little longer than you expected.
- When lots of things are happening, you need to monitor your progress and keep track of your tasks. The easiest way to do this is to have a work plan. Your work plan should list all your activities and tasks and record:
    - who asked you for information
    - what they asked you for
    - what you have to do to obtain the information
    - what you have to do with the information
    - The agreed time line for the task.
- You need to update your work plan regularly for it to be effective; for example, at the beginning of each week. Think carefully about everything you need to do and list it on your plan. Use your computer to prepare your plan so you can easily make changes when necessary.
- If you are not certain about what is expected, the work plan can also help. If you are unsure about anything, check with your manager, supervisor or the person asking for the information. They will confirm their requirements.

1.4. Chang Procedures and systems in consultation with colleagues to improve efficiency and effectiveness.

Prioritizing your work

- If the plan needs to be changed, write down the new information as soon as you get it. You can then see how this affects the overall plan. You may need to prioritize your work.

- ☞ This means working out which tasks are the most important and doing them first.
- ☞ You will need to show your supervisor or manager your work plan and ask them to help you set priorities and deal with any tasks that conflict with your time lines.
- ☞ Time lines often have to be changed. However, it is essential that you talk to the people who are involved first. Your supervisor or manager may help you with this.
- ☞ By managing your work in this way, you will always know:
    - ➢ what you need to do
    - ➢ when it is expected
    - ➢ Who is still waiting for information?
    - ➢ Which task is the most important?
- ☞ It becomes much easier to interact with your colleagues and answer their questions when you know exactly what you are doing for each of them. A work plan helps you work more efficiently. Monitoring your progress is an important aspect when obtaining information.

Self-Check -1	Written Test

I. Choose the best answer from the given choice

1. _______________is a document used by the project team to help plan and manage all Monitoring and Evaluation activities throughout a particular project cycle.
   A. The Monitoring and Evaluation plan C. Work plan
   B. Management D. All of the above

2. Question that should not be answered Monitoring and Evaluation
   A. What you should monitor
   B. When you should monitor
   C. who should monitor
   D. Why you should monitor
   E. None of the above

3. One of the following is not included under M&E Plan includes
   A. Goals and objectives of overall plan
   B. M&E questions and methodologies
   C. Implementation plan
   D. Proposed timetable of all M&E activities
   E. None of the above

4. However, an effective M&E Plan should include:
   A. Executive Summary
   B. Project Background
   C. M & E Planning
   D. Monitoring and Evaluation System
   E. All of the above

5. documents can act as references to aid in writing the M&E plan:
   A. Project Proposal
   B. Logical Framework
   C. Results
   D. Checklist for M&E Plan
   E. All of the above

2. Plan and organize workflow

2.1. Assess current workload of colleagues accurately

Availability and Distributed Workflows

- High availability is an important aspect of workflow applications, often characterized by 24/7 availability, meaning that the applications have to be operational 24 hours a day, 7 days a week.
- This means that down times due to system administration activities are also not acceptable.
- In the workflow context, installing new or modified workflow specifications or changing the organizational and technical environment of the workflow application have to be made while the system is operational.
- Safe operation and fault tolerance are related features in this context. This means that in the event of a system failure, after the system restarts, it has to be recovered to a consistent state.
- In the workflow context, at each point in time the current status of the workflow management system has to be stored persistently (safely).
- Persistently stored workflows are therefore a prerequisite to recover the current state of the workflow management system after a system failure has occurred.
- In particular, workflow management is seen as an important enabling technology to facilitate workflows between multiple enterprises.
- This emerging field of workflow management is characterized by the term inter-organizational workflow.
- Distributed workflow executions can be motivated by interorganizational workflows, in which all participating organizations have the opportunity to control the parts of the overall workflow, for which they are responsible.

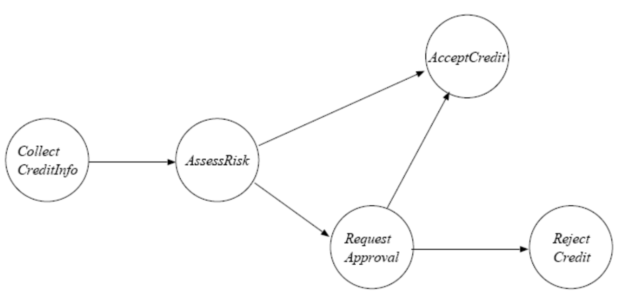


Figure 2.1: Simplified Workflow Schema

2.2. Schedule Work in a manner which enhances efficiency and customer service quality.

☞ Schedule Work should be scheduled to increase efficiency and customer service quality.

☞ workflow aspects can be characterized by simple questions:

- _ *Functional Aspect:* What is being done?
- _ *Behavioral Aspect:* When and under which conditions will it be done?
- _ *Information Aspect:* Which data will be used?
- *Organizational Aspect:* Who will perform it?
- *Operational Aspect:* Which software systems will be used to do it?

2.3. **Delegate Work to appropriate people in accordance with principles of delegation**.

☞ Work would be delegated to appropriate people in accordance with principles of delegation.

2.4. Assess Workflow against agreed objectives

☞ Workflow is assessed against agreed objectives that are going to be attainable.

2.5. Provide Input is to appropriate management regarding staffing needs

☞ Input is provided to appropriate management regarding staffing needs

Figure 10. SMART outcomes and impacts

S	**Specific:** Impacts and outcomes and outputs must use change language—they must describe a specific future condition
M	**Measurable:** Results, whether quantitative or qualitative, must have measurable indicators, making it possible to assess whether they were achieved or not
A	**Achievable:** Results must be within the capacity of the partners to achieve
R	**Relevant:** Results must make a contribution to selected priorities of the national development framework
T	**Time-bound:** Results are never open-ended—there is an expected date of accomplishment

Self-Check -2	Written Test

I. Choose the best answer from the given choice

1.__________can be defined as the process of setting goals, developing strategies, outlining the implementation arrangements and allocating resources to achieve those goals.

A. Strategies　　C. Evaluation
B. Planning　　D. All of the above

2. important processes that involved in planning is or are

A. Identifying the vision, goals or objectives to be achieved
B. Formulating the strategies needed to achieve the vision and goals
C. Determining and allocating the resources required to achieve the vision and goals
D. All of the above

3. __________can be defined as the ongoing process by which stakeholders obtain regular feedback on the progress being made towards achieving their goals and objectives.

A. Monitoring　　C. Strategy
B. Evaluation　　D. All of the above

4. Area which evaluation apply to

A. Activity　　C. strategy
B. Project　　D. All of the above

5. ___________is a general examination of an organizational unit.

A. Inspection　　C. Evaluation
B. Monitoring　　D. All of the above

Instruction Sheet	LO3. **Maintain workplace records**

3.1 Complete and submit *Workplace records* accurately within required timeframes

☞ *Workplace records* are accurately completed and submitted within required timeframes.

Any of the following would be considered official records:

- Briefing notes, directives, policies, final reports and recommendations.
- Work plans, schedules, assignments and performance results.
- Materials that document a business decision, a business transaction or the position of the department.
- Business deliverables.
- Materials of historical or research importance.
- Information and deliverables from outside sources.
- Agendas and meeting minutes.
- Documents that result in a decision, or that result in the implementation of a policy or activity.
- Documents that require a signature (must be printed and filed as hard copy).
- Materials that would allow for the reconstruction of the evolution of policy and program decisions.
- Materials that would be required to support a financial, administrative, or legal audit.

TRANSITORY RECORD: DEFINITION

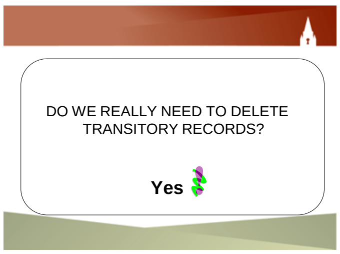
☞ Transitory records are information sources that are only required for a limited period of time, in order to complete a routine action or to prepare a subsequent record.

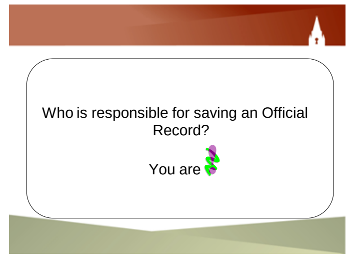
☞ You **must dispose of or delete** transitory records once they have served their purpose and no longer have value to the organization.

Any of the following would be considered transitory records

- Duplicate copies used for convenience or reference (originally maintained by somebody else)
- Information received as part of a distribution list
- Miscellaneous, "FYI" notices or memoranda on meetings, holidays, charitable campaigns, boardroom reservations etc.

- Casual communications and personal messages
- Photocopies of departmental publications
- Draft documents where all critical content changes have been incorporated into a subsequent document
- Working versions not communicated outside of your office





HOW AND WHERE SHOULD YOU SAVE AN OFFICIAL RECORD?

Paper

- Records can be kept where they are created/required - as long as they are being organized and maintained.
- Paper records can be transferred to off-site storage if dormant (not used often). Contact the Records Office for advice and assistance.
- Originals of financial and legal agreements, and typically any other documents that require a signature, must be filed.

3.2 Delegate appropriate completion of records and monitored prior to submission.

DELEGATION

- PRINCIPLES OF DELEGATION
  - Assign duties to the right people
  - Grant authority to do the job
  - Minimize yo-yo delegation
  - Make due date specific
  - Don't delegate the critical thing you do

PRINCIPLES OF EMPOWERMENT

- Shared Values
    - Brainstorm typical situations
    - Identify your "common sense" solutions
    - Define "common sense" as values

Self-Check -3	Written Test

I. Choose the best answer from the given choice

1. One of the following is not to included under efficiency you need to know how to monitor your progress, means identifying
   A. How much of each task you have achieved
   B. What you need to do to finish the task
   C. How long it will take you to do this
   D. How you handle urgent tasks?
   E. None of the above
2. By managing your work, you will always know
   A. what you need to do
   B. when it is expected
   C. Who is still waiting for information?
   D. Which task is the most important?
   E. All of the above
3. Workflow aspects can be characterized by simple questions
   A. What is being done?
   B. When and under which conditions will it be done?
   C. Which data will be used?
   D. Who will perform it?
   E. All of the above
4. Why Work would be delegated?
   A. To facilitate the activities
   B. To hinder the activities
   C. No need of delegation
   D. A & B
5. One of the following is not considered as official records

A. Briefing notes, directives, policies, final reports and recommendations.

B. Work plans, schedules, assignments and performance results.

C. Materials that document a business decision, a business transaction or the position of the department.

D. Business deliverables.

E. None of the above

Instruction Sheet	LO4. Solve problems and make decisions

4.1 Identify and consider Workplace problems

Workplace problems are promptly identified and considered from an operational and customer service perspective.

The Relationship between Problem Solving and Decision Making

☞ What are two things managers are hired to do?

- ➢ Solve problems
- ➢ Make decisions

☞ Effective decisions are consistently related to higher individual performance, organizational productivity, and solid financial performance.

☞ A **problem** exists whenever there is a difference between what is actually happening and what the individual or group wants to be happening.

- ➢ Some problems can be good.

☞ **Problem solving** is the process of taking corrective action in order to meet objectives.

☞ **Decision making** is the process of selecting an alternative course of action that will solve a problem.

- – First decide whether or not to take action.

☞ Some problems cannot be solved, while other problems are not worth the time and effort to solve.

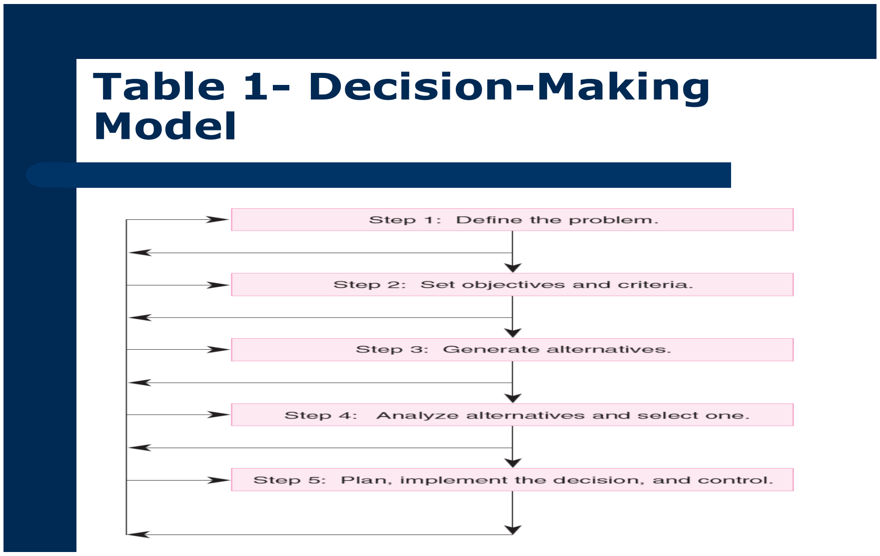
But they do need to be managed.

Decision-Making Styles

- **Reflexive style**
  - – A reflexive decision maker likes to make quick decisions without taking the time to get all the information that may be needed and without considering all alternatives.
- **Reflective style**
  - – A reflective decision maker likes to take plenty of time to make decisions, taking into account considerable information and an analysis of several alternatives.
- Consistent style

– A consistent decision maker makes decisions without rushing or wasting time.

– They know when they have enough information and alternatives to make a sound decision.



4.2 Initiate Short term action in to resolve the immediate problem

Goal of Workplace Violence Training

- Develop an understanding of domestic violence and its impact on the workplace
- Develop policies in the workplace that address domestic violence
- Develop a coordinated response to domestic violence in the workplace
- Develop employees’ awareness and skill in recognizing, responding to, and supporting employees who are victims of domestic violence

Definitions

- Workplace violence is any; physical assault, threatening behavior, or verbal abuse occurring in the work setting
- A work setting is any location either permanent or temporary where an *employee performs any work related duty*

Types of Workplace Violence

Violence by:

- Strangers
- Co-Workers
- Personal Relations

4.3 Analyse Problems for any long term impact

☞ Problems are analysed for any long term impact and potential solutions are assessed and actioned in consultation with relevant colleagues.

☞ Categories and Analyses of Threats

- ♦ Threat from strangers
- ♦ Threat from business associates
- ♦ Threat from co-workers
- ♦ Threat from domestic relations

Decision-Making Model

- One method to use when analyzing alternatives for decision making is cost–benefit analysis.
- Cost–benefit analysis is a technique for comparing the cost and benefit of each alternative course of action.

Creative Group Problem Solving and Decision Making

Techniques for Generating Creative Alternatives

Brainstorming	Process of suggesting many alternatives, without evaluation, to solve a problem. Brainwriting and electronic brainstorming are variations of brainstorming.
Synetics	Process of generating novel alternatives through role-playing and fantasizing. Not interested in quantity.
Nominal Grouping	Process of generating and evaluating alternatives through a structured voting method, consisting of six steps. Brainwriting.
Consensus Mapping	Process of developing a group consensus solution to a problem. Ideas are categorized/clustered.
Delphi Technique	Uses anonymous questionnaires. Also called "absentee brainstorming." Good to use when in conflict.

4.4 Taken Follow up action to monitor the effectiveness of solutions in the workplace.

☞Follow up action is taken to monitor the effectiveness of solutions in the workplace.

Self-Check -4	Written Test

I. Write "True" for the correct statement and "False" for wrong statement

1. Without proper planning and clear articulation of intended results, it is clear what should be monitored and how monitoring cannot be done well.
2. Without effective planning (clear results frameworks), the basis for evaluation is strong; hence evaluation can be done well.
3. Monitoring is necessary, but not sufficient, for evaluation.
4. The M&E plan should be completed two month after the project contract has been signed.
5. No need to update your work plan regularly for it to be effective.
6. High availability is not an important aspect of workflow applications.