

**Human Resource Management  
Level-II  
Based on March 2022, Curriculum Version 1**



**Module Title: - Human Resource Operational Plan**

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**Prepared by: Ministry of Labor and Skill**

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## Acknowledgment

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## Acronym

BC business continuity

BIA Business impact analysis

DDP Data Delivery Protocol

DHRO Designated Human Resource Offices

DR disaster recovery's

KPI Key Performance Indicator

HR Human resource

PSCSB Procedure for Submission and Consideration of Standardized Baselines

PDCA Plan, Do, Check and Act

QA Quality Assurance

QC Quality Control

TQM Total Quality Management

## Introduction to the Module

- In Human Resource Management filed; Human Resource Operational Plan project helps to describes the performance outcomes, skills, knowledge and monitors the quality of work operations within an enterprise, contributing to the operational plan, assisting in recruiting employees and acquiring resources, and monitoring and adjusting operational performance. This module is designed to meet the industry requirement under the Human Resource Management occupational standard, particularly for the unit of competency: Implementation of HR operational plan

### This module covers the units:

- Implementation of HR operational plan
- Recruiting employee and acquiring resources
- Workplace operations
- Plan and organise workflow
- Workplace records
- Problem solving and decision making

### Learning Objective of the Module

- Contribute to implementation of HR operational plan
- Assist in recruiting employee and acquiring resources
- Improve workplace operations
- Plan and organize workflow
- Maintain workplace records
- Solve problems and make decisions

### Module Instruction

For effective use this modules trainees are expected to follow the following module instruction:

1. Read the information written in each unit
2. Accomplish the Self-checks at the end of each unit
3. Perform Operation Sheets which were provided at the end of units
4. Do the “LAP test” given at the end of each unit and
5. Read the identified reference book for Examples and exercise

## Unit one: Implementation of HR operational plan

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

- Collecting, recording and reporting resource
- HR operational plan
- Identifying key performance indicators
- Undertaking contingency planning

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

- Collecting, recording and reporting resource
- HR operational plan
- Identifying key performance indicators
- Undertaking contingency planning



## 1.1 Collecting, recording and reporting resource

Data collection is the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions,

The data collection component of research is common to all fields of study including physical and social sciences, humanities, business, etc. While methods vary by discipline, the emphasis on ensuring accurate and honest collection remains the same.

### Types of data

Data are organized into two broad categories: qualitative and quantitative.

1. **Qualitative Data:** Qualitative data are mostly non-numerical and usually descriptive or nominal in nature. Often (not always), such data captures feelings, emotions, or subjective perceptions of something. The qualitative method most commonly used in evaluation can be classified in three broad categories -

- ✓ In-depth interview
- ✓ Observation methods
- ✓ Document review

2. **Quantitative Data:** Quantitative data is numerical in nature and can be mathematically computed.

Quantitative data measure uses different scales, which can be classified as nominal scale, ordinal scale, interval scale and ratio scale. Often (not always), such data includes measurements of something. Quantitative approaches address the ‘what’ of the program.

Typical quantitative data gathering strategies include -

- Experiments/clinical trials.
- Observing and recording well-defined events (e.g., counting the number of patients waiting in emergency at specified times of the day).
- Obtaining relevant data from management information systems.
- Administering surveys with closed-ended questions (e.g., face-to face and telephone interviews,
- questionnaires etc.).

- In quantitative research (survey research), interviews are more structured than in Qualitative
- research.
- Paper-pencil-questionnaires

## **Classification of data.**

A common classification is based upon who collected the data.

### **A. Primary data**

Data that has been collected from first-hand-experience is known as primary data. Primary data has not been published yet and is more reliable, authentic and objective. Primary data has not been changed or altered by human beings; therefore, its validity is greater than secondary data.

### **B. Secondary data**

Data collected from a source that has already been published in any form is called as secondary data

Sources of Secondary Data:

The following are some ways of collecting secondary data –

- Books
- Records
- Biographies
- Newspapers
- Published censuses or other statistical data
- Data archives
- Internet articles
- Research articles by other researchers (journals)
- Databases, etc.,

## **Recording Human resources data**

A record is a source of documentary evidence. It is a piece of proof. We rely on records to tell us what our organizations have done or decided. We use records and other sources of evidence to execute current actions, confirm past actions, and plan future actions.

If we did not have access to records and other sources of evidence, we would not have any proof of our plans, actions, or decisions. Organizations, especially those with public-sector responsibilities, need documentary proof. Before we explain the importance of those principles – effectiveness, efficiency, accountability, and transparency—we need to define evidence and records. Evidence is data, records, or other forms of recorded information deemed to be an

**Evidence** is data, records, or other forms of recorded information deemed to be an objective representation of actions, transactions, decisions, opinions, or ideas, and so can serve as a source of authentic proof.

A **record** is information that has been captured on some fixed medium, which was created and kept, to support a government, organization, or individual to perform activities, remember events or information, and provide proof of decisions or actions.

Records and evidence are also assets. They help an organization complete its daily operations, confirm decisions, or uphold legal obligations or rights. If records and evidence are going to be useful assets, they must be protected so that they remain authentic and reliable sources of proof.

## **The form of records**

Records can come in any form.

Not all records come in a “traditional” form: physical pieces of paper, bound reports, a black and white photograph, or a hand-drawn map. Videocassettes, reel-to-reel tape recordings, and films can also be records – we refer to these types of evidence as analog or multi-media records.

Records and evidence are essential to an organization’s operations. Establishing and maintaining a formal records management program ensures that records are treated as assets.

Record may include but is not limited to:

- ❖ staff records and regular performance reports
- ❖ Job Specification
- ❖ Materials safety data sheet
- ❖ Relevant agreement, codes of practices and other legislative requirements

## **Reporting results**

One of the most challenging areas to explore from an ethical perspective is that of reporting scientific results. It’s a kind of scientific integrity, a principle of scientific thought that corresponds to a kind of utter honesty—a kind of leaning over backwards.

Prepare reports from the Organization or records system

Reports may be

- ✚ ad hoc
- ✚ computer generated
- ✚ hand prepared
- ✚ part of a management solution for another support/operational function
- ✚ regular records management reports
- ✚ system management reports

HR reporting is the process of preparing business reports that assess HR data about processes such as onboarding, attendance, time off/leave, time management, performance, employee learning, and more

### **The Common Types of Human Resources Reports**

- Employee Information Report.
- Recruitment Report.
- Performance Management Report.
- Compensation Report.
- Time off Report.
- Onboarding and Off boarding Report.
- General Report.

### **The important of reports for all companies**

Any organization with more than a handful of employees should use HR analytics and reporting.

Here are five reasons why it's important:

#### **1. Identify the root of problem areas**

The larger an organization, the more difficult it can be to pinpoint the root of a problem. This gets even more difficult when you're not tracking the right metrics

By creating and managing human resource reports, HR professionals can better analyze data and find the root cause of issues that appear.

For example, if there's a performance issue, HR reports can help look at the data and notice this issue early on. Leaders can then do performance reviews and start coaching their employees to help them achieve their potential.

## 2. Manage information

The more an organization grows, the more information it needs to manage. For example, there's a higher headcount. Not only is there the headcount to manage, but there's also more performance reports, more leave requests, and more departments.

HR reports provide a streamlined way to organize and manage this information. When your organization needs access to info, it's much easier to pull up if it's organized logically.

## 3. Perform effective planning

According to Gartner's HR Trends and Priorities for 2021 report, 37% of HR leaders aren't equipped to lead change. But organizational design and change management is a top HR priority for HR teams, at 46%. And 36% don't know what skills gaps their current employees have. Having access to the right HR data can help organizations figure out these needs and plan effectively.

## 4. Make better hiring decisions

It can be difficult to hire the right people. With human resource reporting, you can analyze data about current and past employees. This can help you improve your decision-making processes. It can also simplify talent management. You can discover what qualities your best leaders have in common. Plus, you can uncover what types of people aren't a good fit for your company culture.

## 5. Identify and predict patterns of employee turnover

According to the US Bureau of Labor Statistics, the employee turnover rate for 2020 was 57.3%. And according to Work Institute, employee turnover costs approximately 30% of an employee's annual salary. So, for an employee who makes the median annual wage of \$48,672, the cost is about \$15,000. Plus, Work Institute states that 37.9% of employees leave their job after one year or less. But ¾ of employee turnovers are preventable.

To improve employee retention, organizations need to know the reasons why employees leave.

The data obtained from HR reports can help identify patterns of employee turnover.

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As a result, your organization can take the necessary steps to lessen its turnover rate and improve employee engagement

### **HR metrics**

Here are eight crucial data points to keep in mind when choosing what to track in your HR reports:

#### ➤ **Active employees**

Active employees are all employees currently on your payroll. This metric doesn't include employees who have recently left, were laid off, or terminated.

#### ➤ **Turnover rate**

What percentage of employees leave over any given period of time? It's important to track your turnover rate to pinpoint any arising issues. As well as, what you can do to supercharge your employee experience.

If an HR professional notices that turnover rate has increased over the past year, the organization can take action to increase employee retention rate.

#### ➤ **Education level**

Education level represents what education path your employees have taken. This can include high school, certifications, graduate degrees, or post-graduate degrees. You can track the education level of your employees to remain aware of your human capital.

#### ➤ **Demographics**

It's important to keep track of the demographics of your employees so that you can assess the diversity and equality in your organization.

#### ➤ **Cost of labor**

Cost of labor is the sum of all the ways your organization compensates employees. This includes salaries, 401(k), employee benefits, and taxes.

#### ➤ **Absenteeism (and its cost)**

What percentage of the time are your employees absent?

In addition to the rate of absenteeism, your organization should also track the cost of absenteeism. Tracking these metrics can help you assess the well-being of your workforce.

It can also help you find any workplace issues and eradicate them.

### ➤ **Training and recruitment costs**

Recruiting and training new hires has a cost. This cost varies per organization.

Knowing this cost can help you establish the cost of turnover

Training and recruitment costs can also vary per role. Tracking this metric helps you figure out which roles are more difficult to hire for so that you can maximize your efforts to increase retention for these people.

For example, you may discover that hiring software engineer's costs your organization more than to hire marketing managers. Every time you need to hire a new software engineer, you'll know what to expect in terms of cost. You'll know that it's important to find someone who sees themselves working at your organization long-term.

### ➤ **Function type**

You can track what roles exist in your organization and how many people occupy each role. This metric can be broken down by department or location.

For example, you can have manufacturing, purchasing, engineering, and accounting functions (and many more).

## **Types of HR reports**

To track these metrics, organizations need various HR report types. Here are eight types of HR reports you can use:

### **1. Headcount**

Headcount reports, or the number of employees, showcase how your employees move over time. This includes moving between departments or leaving the company entirely.

Headcount reports also help you track attendance, training costs, and an employee census. This type of report can also help organizations keep track of turnover rates.

### **2. Diversity**

Diversity reports help organizations keep track of employee age, gender, and ethnicity.

One such type of report is the Equal Employment Opportunity report from the US Equal Employment Opportunity Commission.

All private sector companies with 100 or more employees, or federal contractors with more than 50 employees, need to submit this report annually.

But, even if your organization doesn't meet these criteria, you can still benefit from creating these types of reports.

It can help you analyze the diversity within your organization and come up with a plan of action if there's a lack of it.

### 3. **Recruiting**

Recruiting reports are crucial for managing employee recruitment and new employees. These HR reports tell you:

- Current open positions and filled positions
- The average cost of recruiting for each position
- The number of candidates in the running for each position
- Which recruiting step each candidate is currently in

Recruiting reports ensure all candidates are accounted for so that none fall through the cracks. They also help manage recruitment costs, determine the effectiveness of your full-cycle recruiting strategy, and manage employee onboarding.

For example, for a single open position in your sales department, you could have:

- 10 candidates in the running
- Two candidates who are at their first interview stage
- Three candidates who need to be contacted for a second interview
- Three candidates who need to be dismissed
- Two candidates who have to do a test

### 4. **Performance**

- To build high-performance teams, you need to track employee performance. Performance reports help pinpoint your top performers
- Find potential leaders to develop
- Discover which employees need mentoring or coaching

Performance reports can also help managers provide more relevant feedback to employees. Here's an example. Let's say an employee in your research and development department is having performance issues. HR reports show that performance issues only arise during teamwork. This employee's manager can coach them on improving their teamwork (or find external coaching support to help this employee).

### 5. **Compensation**



Compensation reports are crucial to figuring out the cost of labor. But they can also help HR departments understand how employee earnings grow over time.

Compensation reports usually include:

- All employees' base wages
- Benefits
- Paid time off
- Payroll deductions
- Overtime pay

#### 6. **Annual**

Organizations can keep track of these key performance indicators (KPIs) for various periods of time. Annual reports can show long-term trends. They also aid in long-term planning for organizations. Employee turnover is an example of an important metric to track over a longer period of time. This is because employees rarely leave after one week or one month.

#### 7. **Monthly**

Generating human resource reports monthly can help organizations spot trends and fix problems faster than annual reports. While they don't show long-term trends, they can still pinpoint arising trends that should be fixed before they get worse. These types of reports can also help with recurring trends. For example, let's say many employees ask for vacation leave during the month of July. In the past, this caused workload issues. But with a monthly leave report, leaders can better plan for July in the years to come.

#### 8. **Weekly**

Weekly reports can help spot short-term changes. For example, let's say performance tanks during a specific week. HR departments can quickly take action to prevent the problem from getting worse.

### **Automating the human resource reporting process**

Because there's a lot of data to manage, HR departments use software to automate the process of human resources reporting. HR automation frees employees from performing repetitive tasks so that they can focus on strategy and decision-making.

Some processes that HR departments automate include:

- Employee timesheets: automated timesheet apps can help track absenteeism and leave much more efficiently than managing timesheets by hand.
- Employee onboarding: with all the paperwork involved in onboarding a new employee, automation can streamline this in a single app so that nothing falls through the cracks.
- Performance management: By automating performance management, you can minimize the bias involved.

### **Characteristics of human resource reporting**

Keeping track of HR reports isn't always easy. Here are five characteristics of effective human resource reporting:

#### **1. The process is continuous**

Human resource reporting should be a continuous process.

#### **2. . It's pervasive**

Effective HR reporting should be pervasive. This means that it shouldn't discriminate between levels of management or employees in different departments. All departments of an organization should perform HR reporting.

#### **3. It serves other departments**

HR reporting itself doesn't generate revenue or create profits. It's designed to serve other revenue-generating departments.

The invaluable data generated by HR reports can help other departments increase their profitability.

#### **4. It's result-oriented.**

Your HR reports should help improve your organization. If it doesn't serve that purpose, something needs to change.

#### **5. It's focused on people**

Effective human resource reporting is people-focused. Its purpose should be to help your organization build human capital by helping your people develop to their full potential.

## Writing an HR report?

Here's how you can write an HR report in five steps:

### 1. Select data carefully

Your first step should be to pick what data goes into your report. But not all data is created equal. Inaccurate data can be unfair to your employees. It can also misrepresent your workforce and give you an inaccurate picture of your human capital. For example, if you're tracking diversity, only tracking for gender may give you the impression that you've hired a diverse workforce, even if the reality is far from that.

### 2. Choose your report frequency

Once you have the right data, choose your report frequency. Your report will look very different if it's a weekly report compared to a monthly or even annual report. It'll also determine how often the report needs to be updated.

### 3. Describe the information briefly and clearly

Provide context for the data in your report. Do so clearly, but remain brief and on topic. Any unnecessary information will be a waste of time when other people want to analyze the report.

### 4. Double-check the report

Mistakes can happen to anyone. Always double-check the report to avoid data discrepancies. A small mistake can snowball into bigger discrepancies down the line.

### 5. Communicate quickly

For your HR report to be effective, it's important to show it to decision-makers quickly. As a result, they can adjust their strategies to fix any arising problems before they get worse

## 1.2 HR operational plan

An operational plan is a processes of planning specific day-to-day goals and objectives that must be followed by a particular team or group within an organization. The plan is created in a way that it supports the goals and objectives of the organization's strategic plans and tactical plans.

A human resource operational plan is a type of operational plan that is specifically used in the human resources department of an organization.

In this plan, the strategies and specific objectives of the human resources department are listed. These objectives focus on related activities, such as hiring, managing employees and retaining the employees that the organization already has. Through an HR operational plan, the activities and budget required by the department or team can be established for a period of one to three years or longer. As mentioned before,

although HR operational plans have formulated their own strategies, and have their own goals and objectives, they should still be created in a way that supports the strategic plans of the organization or helps the organization reach its goals and objectives as a whole. Like a strategic plan, an operational plan addresses four questions:

- ✓ Where are we now?
- ✓ Where do we want to be?
- ✓ How do we get there?
- ✓ How do we measure our progress?

#### HR OPERATIONAL PLAN

SEPTEMBER 2015 – AUGUST 2016

Aim 1 : Recruitment and retention of the World's best talent					
GOAL	ACTION	TEAM	LEAD & OTHERS INVOLVED	TARGET COMPLETION DATE	STRATEGIC GOAL*
a. Establish modern and tailored recruitment and retention strategies that promote the University of Aberdeen and the area as a great place to work/live.	(1) Promote the attractiveness of the University as a globally significant institution, through tailored recruitment strategies that market our reputation and distinctiveness.	Recruitment Team and HRP	Head of HRP/HRPs/Head of Specialist Services/ Specialist Services Team/HRA/Recruitment Team	Recruitment Material mid October 2015 Recruitment Strategy September 2016.	People Goal 2
	(2) Implement a modernised Recruitment Strategy to ensure that our recruitment processes make most effective use of technologies available including the use of Social Media.	OneSource Build Team, Recruitment Team, HRP	Head of HRP/Head of Specialist Services/HRP's/HRA/ Recruitment Team/External Relations	October 2015 (short term) September 2016 (longer term)	People Goal 2
	(3) Develop and implement modernised recruitment webpages, policy and guidance documentation as part of OneSource e-recruiter launch.	OneSource Build Team, Employment Services Centre, Recruitment Team	Kenny/Tim, Employment Services Manager, Recruitment Team, HRA, Specialist Services, External Relations	Mid October 2015	People Goal 2
	(4) Review recruitment procedures and recruiting material for OneSource e-recruiter implementation.	OneSource Build Team/Specialist Services	Kenny/Tim, Tony, Beth, Employment Services Manager, HRP's	Mid October 2015	People Goal 2
	(5) Capture all recruitment requirements for OneSource e-recruiter implementation.	OneSource and Recruitment Team	Kenny/Tim and Recruitment Team to support	September 2015	People Goal 2
	(6) Develop and deliver appropriate training to HR Team and Recruiting managers on new devolved recruitment practices.	OneSource Build Team/Recruitment Team	Tim/HRAs/Recruitment Team	Mid October 2015 – November 2015	People Goal 2

### 1.3 Identifying key performance indicator

A Key Performance Indicator (KPI) is a quantifiable metric that reflects how well an organization is achieving its stated goals and objectives.

Key performance indicators May include:

- measures for monitoring or evaluating the efficiency or effectiveness of a system, and which may be used to demonstrate accountability and identify areas for improvements
- Absenteeism rate, training costs, gender ratio
- Performance indicators are measures of project impacts, outcomes, outputs, and inputs that are monitored during project implementation to assess progress toward project objectives.

#### Set Organizational KPIs

First, your organization needs to choose KPIs that measure the appropriate activity for each area of the business.

For example, net profit is a standard KPI for an organization's financial performance. It's easy enough to calculate (total revenue minus total expenses), and you know that the higher it is, the better the company is performing.

Others may be harder to calculate. A customer satisfaction KPI, for example, may require regular, carefully constructed customer surveys to build the right amount of data. You'd then have to decide what sort of customer satisfaction score represents the benchmark you want to achieve.

Note: Try not to have too many KPIs: the optimum number for most areas of a business is between four and 10. Just make sure that you have enough to measure how your team or organization is performing against your key objectives.

#### Setting SMART KPIs

Whatever the nature of your KPIs, you need to make sure that they're SMART.

This stands for:

- **Specific:** be clear about what each KPI will measure, and why it's important.
- **Measurable:** the KPI must be measurable to a defined standard.
- **Achievable:** you must be able to deliver on the KPI.

- **Relevant:** your KPI must measure something that matters and improves performance.
- **Time-Bound:** it's achievable within an agreed time frame.

## 1.4 Undertaking contingency planning

### 1.4.1 Planning for the unexpected: Human resource risk and contingency planning

A contingency plan is a course of action designed to help an organization respond effectively to a significant future incident, event or situation that may or may not happen.

A contingency plan is sometimes referred to as "Plan B" or a backup plan because it can also be used as an alternative action if expected results fail to materialize. Contingency planning is a component of business continuity (BC), disaster recovery (DR) and risk management.

Human resource risks are events that prevent employees from fulfilling their responsibilities and thus keep the business from operating at full efficiency.

Human resource risks include but are not limited to:

- Death
- Disability (temporary or permanent)
- Divorce
- Management error/incompetence
- Unexpected temporary leave
- Poor employee management practices
- Employee turnover

One way that you can combat human resource risk is by writing a contingency plan. A contingency plan is a structured way of deciding what to do if key operations are disrupted or key personnel are not available.

Contingency planning and technology DR plan development are closely related concepts. The National Institute of Standards and Technology (NIST) standard for IT disaster recovery planning includes contingency in its title.

## Example of a contingency plan

A contingency plan can focus on one specific part of an organization's operations. For example, it can be the measures taken to back up all critical data. Another example would be work-from-home provisions put in place in case a facility is out of commission.

The COVID-19 pandemic demonstrated to many organizations the importance of having comprehensive contingency plans in place across an organization prior to an unplanned event. Companies with adequate plans were able to react faster when the pandemic started to escalate.

### 1.4.2 steps of a contingency plan

The following are seven steps including: -

1. **Contingency planning policy statement.** This policy provides the outline and authorization to develop a contingency plan.
2. **Business impact analysis.** BIA identifies and prioritizes the systems that are important to an organization's business functions.
3. **Preventive controls.** Proactive measures that prevent system outages and disruptions can ensure system availability and reduce costs related to contingency measures and lifecycle.
4. **Contingency strategies.** Thorough recovery strategies ensure that a system may be recovered fast and completely after a disruption.
5. **Contingency plan.** This is the action plan. It contains the guidance and procedures for dealing with a damaged or unavailable system. These detailed plans are tailored to the system's security impact level and recovery requirements.
6. **Testing, training and exercises.** Plan testing validates recovery capabilities, training prepares recovery personnel for plan activation and exercising the plan identifies planning gaps. Combined, these activities improve plan effectiveness and overall organization preparedness.

7. **Plan maintenance.** The plan should be updated regularly to remain current with system enhancements and organizational changes.

### 1.4.3 Benefits of contingency plans

When a disruptive or negative event occurs, contingency plans provide a structure for assessment and actions to recover from such unexpected events. The faster the recovery, the less potential there is for damage to occur to the organization and its employees. Speed in recovery also helps maintain a company's financial status, competitive position and reputation.



## Self-check-1

Instruction: Choose the correct answer for the give choice. You have given 1 Minute for each question. Each question carries 2 Point

1. Types of Human Resources Reports does not include; -  
A. Employee Information Report B Financial Report C. Compensation reports None
2. Which of the following is the correct abbreviation of HRM?  
A. Human Resource Management  
B. Human Resourcefulness Management  
C. Human Relation Management  
D. Humanistic Relation Management
3. Which of the following correctly defines the Human Resource Department?  
A. Functional department  
B. Service department  
C. Line department  
D. Authority department
4. \_\_\_\_\_ is a contingency plan that has been put in place to retrieve records in case they are lost, destroyed, or compromised.  
A. records management  
B. inactive record maintenance  
C. FERPA  
D. disaster recovery

Provide short answer for the following question

6. What qualifies as a record?
7. When and how do I dispose of records I no longer need?
8. What is an organization's record schedule?

9. What are the different types of records you would store in an active file?

10. Explain the difference between Operational & strategic planning.

## Operation sheet-1.1. Operational plan Preparation

- **Operation title: Preparing Operational Plan** for Training of employees
- **Purpose:** To practice and demonstrate the knowledge and skill required in Prepare operational plan for Training of employees

**Instruction:** Using the Training Templates /format and supplies given below. You have given 4hrs for the task and you are expected to prepare the plan on the paper

### Training plan Template

Priority	Identified skill gap	Who needs training?	Type of training	Description of training	Training providers	Indicative cost	Delivery dates
<insert priority>	<insert the training need>	<insert name of employee>	<insert the type of training>	<insert a description of the training>	<insert the name of the training provider>	<insert cost of training>	<insert delivery dates>
			e.g. conference, course				

- **Tools and requirement:**

1. Paper,
2. Ruler,
3. Pencil.
4. Pen

### Steps in doing the task

- Conduct training needs Analysis

- Identify the training objective
- Determine the type of employee training plan
- Selecting training methods (Select methods)
- Develop learning objectives/outline
- Finalize your training plan
- Design and develop training materials
- Determine timetables and training cost
- Determine staffing and resource requirements
- quality: - according to standard training plan development
- State the training outcomes

### Lap Test-1.1

Task-1: Prepare operational plan for training of employees

Task-2: Conduct Training Needs Analysis

Task-3: Identify training materials

Task-4: estimate training Budget

## Unit Two: Recruiting employee and acquiring resources

This unit to provide you the necessary information regarding the following content coverage and topics:

- Assisting employee recruitment and induction
- Acquiring Physical resources and services
- Supporting the development and presentation of proposals

This guide will also assist you to attain the learning outcomes stated in the cover page.

Specifically, upon completion of this learning guide, you will be able to:

- Assist employee recruitment and induction
- Acquire Physical resources and services
- Support the development and presentation of proposals

## 2.1. Assisting employee recruitment and induction

### Recruitment is:

- A process to discover the sources of manpower to meet the requirements of the staffing schedule.
- A process of employing effective measures for attracting adequate numbers of manpower to facilitate effective selection of an efficient workforce.
- The process of searching for prospective employees and stimulating them to apply for jobs in the organization.

### Recruitment Policy

Factor **must** considère in formulation of recrutement Policy : -

- Personnel Policy of Gouvernement
- Personnel Policy of compétent **Organisations**
- Personnel Policy of **recruiting Organisations**
- Recrutement **sources**
- Recruitment **needs**
- Recruitment **costs**
- Selection **criteria, preference** etc.,

### Factors Affecting Recruitment

The internal factors include

- Company's **pay** package
- Company's Size
- Company's Growth rate
- Company's Products / Services
- Organizational Culture
- Career Planning and Growth
- Cost of Recruitment
- Role of Trade unions
- Quality of work life

- company's Name and Fame

**The external factors include:**

- ✓ Socio-economic factors
- ✓ Supply and Demand factors
- ✓ Employment rate
- ✓ Labor Market conditions
- ✓ Political, Legal and Governmental factors
- ✓ Information system like Employment Exchanges/Internet

**Sources of Recruitment**

**The sources of recruitment are broadly divided into internal sources and external sources.**

**Internal Sources include:**

- ✓ Present **temporary** employees
- ✓ Present **permanent** employees
- ✓ **Retrenched** (who want not to continue working) or retired employees.
- ✓ Dependents of deceased (who has died), disabled, retired and present employees.

**External Sources include:**

1. Campus Recruitment
2. Casual Applicants
3. Data Banks
4. Private Employment Agencies/Consultants
5. Public Employment Exchanges
6. Professional Associations
7. Similar Organizations
8. Trade Unions

## Selection

- Selection is the process of picking or choosing the right candidate, who is most suitable for a vacant job position in an organization.

### selection process and methods

The following are some of the widely used selection methods.

- Application blanks
- Check of references
- Psychological Tests
- Employment Interview
- Physical examination
- Induction or Placement

## Placement

When the candidate is selected for a particular post and when he reports to duty, the organization has to place him or her in the job for which he or she is selected which is being done through placement. Placement is the act of offering the job to a finally selected candidate. It is the act of finally assigning the rank and responsibility to an employee, identifying him with a particular job. In the simple words placement is concerned with the sending of newly selected personnel to some department for work. It is also concerned with the assignment of authority and responsibility to the new comer in the organization.

### Importance of Placement

1. If the employees are properly placed, they will enjoy their work and organization will not have to suffer the problem of employee turnover.
2. If employees don't like their work, they start making excuses from the job and remain absent. Effective placement will keep the absenteeism rate low.
3. Morale of workers increases because they get the work of their choice, if correctly placed.
4. Workers will work attentively and safety of workers will be ensured and lesser accidents will happen

5. Workers will be satisfied with their jobs and there will be no reasons for disputes, so human relations will improve.
  6. Through proper placement, misfit between the job and person can be avoided.
  7. Efficient and effective performance of individual tasks will ensure the achievement of organizational goals.
  8. Productivity i.e., ratio of output to input increases as wastage and abnormal losses decrease.
- Placement should be done keeping into view the job and social, psychological & emotional needs of person.

### **Induction (introducing or orienting)**

- ✓ The induction function immediately follows physical examination and is generally considered to be a part of the selection procedure.
- ✓ Induction is concerned with the problem of introducing or orienting a new employee to the organization.

### **Induction Process**

The following steps may be identified as the stages of induction process.

1. Report for duty at a certain place to the head of the department concerned.
2. The head of the department welcomes the new employee.
3. Introduction to the organizational/branch head by the head of the department.
4. Departmental head introduces to all the employees of the department, describes the total work of the department etc.,
5. Supervisor concerned introduces to his co-workers in that section/unit to the work/job, material, machine.
6. Providing information about the duties, responsibilities, rights, facilities, provisions, welfare measures etc.,
7. Supervisor clarifies the doubts of new employee about the work.



## 2.2. Acquiring Physical resources and services

### Physical Resource

All forms of business adequately require and utilize physical resources in diverse ways. For example, product-based firms have the physical resources at the core of producing goods for sale. Additionally, they are significant in business operations. For example, machinery in a company is used in product processing, and a packaging and storage facility is essential in keeping products. In the case of service-based firms, physical resources are essential in

supporting and facilitating service delivery. For example, resources such as buildings are vital for a hospital to create space to meet with clients and vehicles such as ambulances to carry patients to the hospital.

### Types of physical resources

Physical resources include materials that are raw goods that are processed into new products to be sold to clients. Supplies are also a resource and include goods bought by the company that cannot be resold. Additionally, buildings and facilities provide places for running daily operations.

Machinery is an important physical resource for both product and service-based firms. They are characterized by the high purchase cost, which can be large or small depending on the kind of business. They may be limited for service-based businesses to equipment like computers and printers. Another cost of machinery is the maintenance of the machine over time due to wear and tear. Employees require the appropriate physical resources to maintain high productivity levels in a company. Therefore, it is the mandate of the management to ensure the availability of all needed resources for a high level of performance.

A business's competitive advantage is affected by the resources it commands and how they are managed. Businesses should always try to exploit new forms of resources to achieve more.

## 2.3. Supporting the development and presentation of proposals

You are required to develop proposals for resource requirements applicable to your Operational Plan for one (1) human resource and three (3) significant physical resources. Proposals for use of resources should focus on efficiency and effectiveness. Any proposal should meet any legal requirements in relation to the operations of the organization. The proposal must be detailed and provide information for Management and stakeholders to query and challenge the options presented.

The following is a general guideline for your written proposal: ·

1. Title for the request ·
2. Purpose of the request ·
3. Introduction and background information – including any issues and problems, information sources and any specialist advice sought (if required) ·
4. Reason for the request – seeking funds to acquire resources to perform certain activities.
5. Objectives to be achieved and how they relate to the organization's objectives Nature of the resources required, where relevant, timing and estimated costs ·
6. Any risks to the organization in using the resources and proposed solutions Proposed outcome of the request for resources – benefits ·
7. Possible consequences if the request is not granted ·
8. Options available to acquire resources and methods of acquisition ·
9. Conclusion – reiteration of the importance of the request including key points that are likely to influence the decision makers.

## Self-Check 2

Instruction: Choose the correct answer for the give choice. You have given 1 Minute for each question. Each question carries 2 Point.

9. \_\_\_\_\_ is a process of searching for prospective employees and stimulating them to apply for jobs  
A) Selection      B) Induction      C) Recruitment      D) Orientation
10. Which is not an advantage of internal Source of recruitment  
A) Time saving      B) New blood      C) Less expensive      D) increased car
11. Which is not an advantage of external Source of recruitment  
A) New blood      B) More competition      C) Less expensive      D) Less partial
12. \_\_\_\_\_ can be defined as process of choosing the right person for the right job.  
A) Selection      B) Recruitment      C) Induction      D) Orientation
13. \_\_\_\_\_ is the application form to be filled by the candidate when he goes for recruitment process in the organization.  
A) Job application      B) Formal application      C) Application blank      D) None of the above
14. Which of these is the purpose of recruitment?  
A. Make sure that there is match between cost and benefit  
B. Help increase the success rate of the selection process by reducing the number of visibly underqualified or over qualified job applicants  
C. Help the firm create more culturally diverse work – force  
D. None of the above
15. The poor quality of selection will mean extra cost on \_\_\_\_\_ and supervision.  
E. Training  
F. Recruitment  
G. Work quality  
H. None of the above
8. Which of these is the most important external factor governing recruitments?

A. Sons of soil B. Labor market C. Unemployment rate D. Supply and demand

9. Which of the following act deals with recruitment and selection?

A. Child labor act B. The apprentices act C. Mines act D. All of the above

10. \_\_\_\_\_ refers to the process of identifying and attracting job seekers so as to build a pool of qualified job applicants

A. Selection B. Training C. Recruitments D. Induction

**Instruction:** write short answer for the given question. You are provided 3 minute for each question and each point has 5Points.

1. What is Selection? Discuss
2. Explain at least 3 Errors in Interviewing with appropriate examples
3. Write down the selection process
4. Identify and discuss the recruitment policy

- **Operation sheet-3.1.** Preparation of Recruitment, selection & induction of employees Plan
- **Operation title:** Preparing recruitment, selection & induction of employees Plan
- **Purpose:** To practice and demonstrate the knowledge and skill required in Preparing recruitment, selection & induction of employees Plan
- **Instruction:** Using the supplies given and recruitment, selection format below. You have given 4hours for the task and you are expected to write the plan on the paper
- **Tools and requirement:**
  1. Paper,
  2. Ruler,
  3. Pencil.
  4. Pen

## RN Recruitment Action Plan

Determine Compensation Range	Advertising/ Recruitment	Screening	Interviewing	Selection	Hiring
Practice name					
Date & time	Location	Minute-taker			
Attending		Absent			
Decision or action required:			Individual(s) responsible for follow-up	Date of completion	
<b>Preparation</b>					
<b>COMPENSATION</b>					
Set RN salary range (includes compensation package as applicable) for practice					
<ul style="list-style-type: none"> <li>Review RN salary overview document</li> </ul>					
<b>ADVERTISING/RECRUITMENT</b>					
<ul style="list-style-type: none"> <li>Review sample RN ad content</li> <li>Create ad</li> <li>Decide where and how to advertise                             <ul style="list-style-type: none"> <li>Cost (paper vs. web etc.)</li> <li>Sources: BC Nurse or Canadian RN, HealthMatch BC, universities, etc.</li> </ul> </li> <li>Decide timing and duration of advertising                             <ul style="list-style-type: none"> <li>Timeline (start advertising 2 months in advance or more if able)</li> </ul> </li> <li>Contact advertising agent and post position</li> </ul>					
<b>SCREENING</b>					
Screen applications					
<ul style="list-style-type: none"> <li>Review resumé for match with job description qualifications</li> <li>Review resumé for layout, spelling errors</li> <li>Consider any non-RN related experience that may be an asset</li> <li>Consider a brief telephone conversation to verify communication skills</li> </ul>					
<b>INTERVIEWING</b>					
Define interview process					
<ul style="list-style-type: none"> <li>Determine interview panel and process</li> </ul>					

<ul style="list-style-type: none"> <li>Review and select interview questions</li> <li>Review and select reference check questions</li> </ul>		
Interview logistics and execution <ul style="list-style-type: none"> <li>Contact candidates and set up interview times</li> <li>Arrange space and block time for interview panel (include time for interview debrief)</li> <li>Interview panel conducts interviews – aim to have two interviewers, preferably a gender mix</li> </ul>		
<b>SELECTION</b>		
Select candidate(s) for reference checks <ul style="list-style-type: none"> <li>Conduct reference checks and discuss</li> <li>Reconvene the selection committee and vote</li> <li>If there is no decision, consider second round of interviews with the same candidate pool or start a new search</li> <li>Consider "working interviews" for a half day with pay as an option, to confirm suitability</li> </ul>		
<b>HIRING</b>		
Job offer and compensation negotiation		
Sign work agreement and determine start date		
Internal communication and announcement		

### Steps in doing the task

Step1: Prepare an effective job description

Step 2: Selecting the hiring team

Step 3: Use the right recruitment tools.

Step 4: Advertise the Announcement

Step 5: Refine your application process

Step 6: Do a first screen of the applicants

Step 7: Interview & give written exam the best candidates.

**Quality Criteria:** According to the organizational rules, regulation and policies

### Lap Test-3.1

Task-1: perform effective job description

Task-2: select the hiring team

Task-3: Perform application process

Task-4: perform recruitment, selection & induction activities

### Unit Three: -Workplace operations

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

- Monitoring efficiency and service levels
- Organizational goals and quality assurance initiatives.
- Identifying quality problems and making adjustments
- Changing procedures and systems
- Ways of improving efficiency and service levels.

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

- Monitor efficiency and service levels
- Support organizational goals and quality assurance initiatives.
- Identify quality problems and making adjustments
- Change procedures and systems
- Consult ways of improving efficiency and service levels.

### 3.1. Monitoring efficiency and service levels

Continually monitoring and looking for ways to improve workplace operations can help an organization stay on financial track. It can also help provide specific direction for employees, which can lead to improved time management and increased productivity.

Use care in oversight techniques, as some forms of monitoring, such as cameras and computer monitoring, may feel intrusive to employees, resulting in reduced morale.

The followings are steps in monitor workplace operation: -

#### Step 1

Create specific forms of measurement to help you determine what level of workplace operational productivity employees should be performing at in a given day, week or month. For example, you may judge productivity on sales figures, product production or customers served.

#### Step 2

Develop a system for monitoring operational progress on a daily, weekly or monthly basis. You can use time sheets, flow charts or departmental progress reports to track statistical progress.

#### Step 3

Create an accountability system in which employees document time usage during a given time period

#### Step 4

Compare the employee time documentation with information gathered from your operational monitoring process. If productivity is under goal or on track, look for instances in employee time logs where time is not being used as effectively as possible and make adjustments to that employee's schedule or job description. If operations are running on track with goals, consider elevating goals by small increments until you reach a point of equilibrium.



### Step 5

Create an open work environment. Replacing office doors with open seating and semiopen cubicles allows managers to observe and monitor employees during the workday.

### Step 6

Hire additional staff, if necessary. In some instances, paying an additional salary can result in improved workplace operations that more than cover hiring costs. For example, if sales agents are continually interrupting their day answering phone calls and making copies of paperwork, adding an administrative assistant to the staff can help improve the performance and morale of the entire sales team.

### Step 7

Invest in new technology that will help streamline operations and improve productivity. This could include new computers or equipment related to your industry or designing more efficient work stations and telephone systems. Provide training for new hires to ensure they are aware of how to effectively perform the functions of their job. If seasoned employees are underperforming, send them for training refresher courses.

### Step 8

Motivate employees with production goals and ask employees and managers what they need to improve workplace operations. If suggestions seem practical and are within budget, consider implementing them.

## 3.1.1 Monitor & Improve Workplace Operations

For a business to be successful in the long term, it has to offer products and services -- at acceptable prices -- that meet customer needs. It also needs a process improvement plan so it can improve its internal functions continuously to decrease operational costs and increase operational efficiency and employee morale.

To Improve Workplace Operations, perform the Following

- **Engage Your Employees**

Start by creating a workplace environment that accepts and embraces change. An open door policy, fair and respectful treatment and open communications are some of the most important ingredients. If you take the time to lay a foundation that encourages and rewards employee contributions before implementing a monitoring and operational improvement plan, it will be much easier to get the buy-in required to improve not just workplace operations but your entire business.

- **Set Benchmark Goals and Measurements**

The "SMART" system uses an acronym to guide businesses in setting expectations that are specific, measurable, achievable, realistic and timely. Do this for each department. Next, define benchmark criteria to use in monitoring. For example, a goal for customer service operations might be achieving a 99 percent customer satisfaction rate, a goal for accounts receivable might be to increase collection rates by 20 percent within six months and a goal for your information technology department might be to fully integrate point-of-sale and inventory management programs.

- **An Ongoing Monitoring Plan**

Involve every employee in process monitoring. Managers can conduct service-level reviews, such as call monitoring and desk-side observations, analyze reports and dissect current operational processes. Lower-level employees can conduct quality testing and contribute information about current workflows. Schedule regular private, department and company-wide meetings to review results and determine when or if process changes are necessary.

### **3.2. Organizational goals and quality assurance initiatives.**

Quality assurance strategies focus on helping companies improve their processes and create effective strategies to eliminate gaps in their workflow and increase customer satisfaction. They're both process-based strategies that use data and user feedback to create improvements to a company's current system that can be measured and improved upon.

The methods do this by integrating a company's processes across all levels of the business, streamlining communications and constantly seeking ways to identify flaws and close gaps in the work stream.

## key elements of successful quality initiatives

- **Effective Planning**

The QA and strategies rely on detailed, data-driven planning. Before refining a business' workflow, each strategy examines an organization's mission, goals and values, as well as what the organization wishes to accomplish with its process overhaul. Each also examines the process itself and identifies ways that it can be improved, whether by reducing the time it takes to accomplish a task or the budget and labor force necessary to get it done.

- **Supporting Employee Involvement**

New business strategies can't be accomplished without first getting all of a company's employees educated and on board with the process. QA strategy set common goals for employees, train users how to handle the new system, and empower employees to work toward a better end product for their customers.

- **Transparency and Communication**

Creating an environment of open communication and transparency is important in the creation of any large scale project or process change. Both QA and TQM strategies encourage employees to voice their opinion about the process, as well as giving them the flexibility to work within the system after they have been properly trained to discover more efficient ways of handling their workload.

- **Measuring Deliverables**

TQM and QA business strategies are both responsible for identifying and eliminating potential gaps in process workflows. The only way to accurately do this is to track the process with hard statistics and data that can then be used to find what works and what doesn't. Any variation in the process must be tracked, and the origin of any potential problems has to be found and resolved. The ultimate goal of both processes is to produce a standardized and high-quality

product at the end of the process, so closely tracking the workflow is a requirement to meet these uniform standard

### Dimensions of Quality

- Performance - main characteristics of the product/service
- Aesthetics - appearance, feel, smell, taste
- Special Features - extra characteristics
- Conformance - how well product/service conforms to customer's expectations
- Reliability - consistency of performance
- Durability - useful life of the product/service
- Perceived Quality - indirect evaluation of quality (e.g. reputation)
- Serviceability - service after sale

### Challenges with Service Quality

- ✓ Customer expectations often change
- ✓ Different customers have different expectations
- ✓ Each customer contact is a “moment of truth”
- ✓ Customer participation can affect perception of quality

### Determinants of Quality

- **Quality of design**

Intension of designers to include or exclude features in a product or service

- **Quality of conformance**

The degree to which goods or services conform to the intent of the designers

### The Consequences of Poor Quality

- Loss of business
- Liability
- Productivity
- Costs

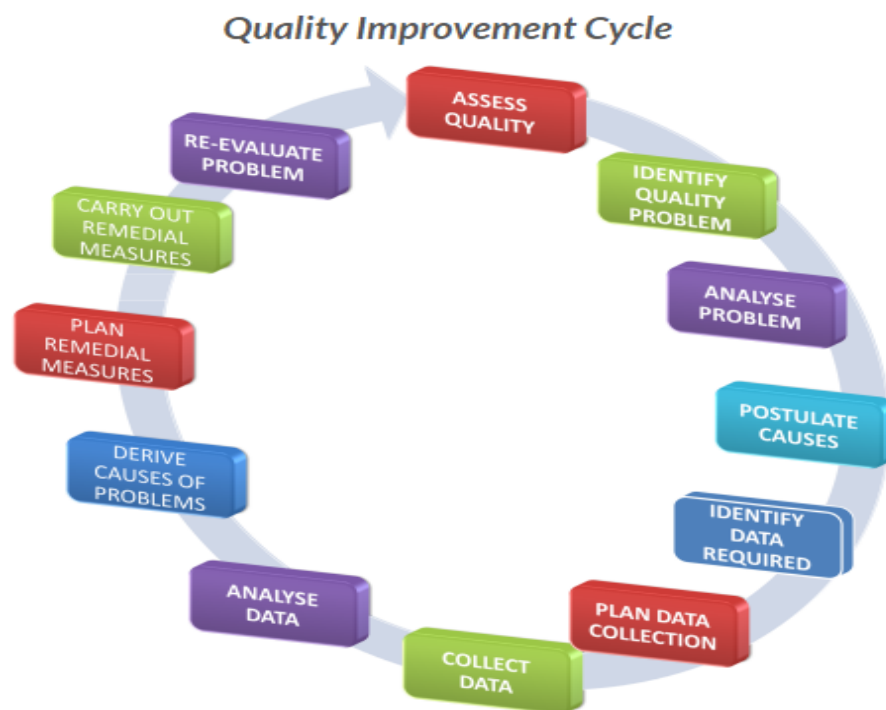
### Responsibility for Quality

- Top management
- Design
- Procurement
- Production/operations
- Quality assurance
- Packaging and shipping

### 3.3 Identifying quality problems and making adjustments on work performance

A quality problem is defined as any instance where the desired quality characteristic is not present or not up to the intended level. In other words, it is an instance of failure to conform to standards or specifications. It can also be considered as the “Quality Gap”

The main tools used for identifying quality problem include: check sheet, cause-and-effect diagram, control chart, Pareto chart, histogram, flow chat and scatter diagram. A check sheet is a tool that allows for the collection of information regarding quality issues.



**Figure 3.1** Quality Improvement Cycle

## QUALITY PROBLEMS

A quality problem is defined as any instance where the desired quality characteristic is not present or not up to the intended level. In other words, it is an instance of failure to conform to standards or specifications. It can also be considered as the “Quality Gap”.

The steps of the quality Problem Solving activities are elaborated below:

### Step 1. Assess Quality of Service

Collect data to measure current performance. This step is actually the activity of Quality control.

### Step 2. Identify Problem

A Quality problem is said to occur if there is a quality gap or deficit (shortfall in quality) based on the outcome results compared to the standard set

### Step 3. Analyze Problem

At this step a theoretical analysis of the factors that may contribute to the occurrence is performed. Factors may include input, processes, the environment, and organization of the system as a whole. The production process / service delivery process needs to be clarified by studying existing work flow charts or redrawing them.

### Step 4. Postulate Causes

Tools such as relations diagram (Bubble chart) and Ishikawa Herring Bone chart may be used to demonstrate and clarify cause and effect.

### Step 5. Identify data required and how to obtain them

Theoretical postulates put forward at the previous step need to be proven by a study of actual happenings. This would require the collection of relevant data. To do this, questions of what data, where to obtain them and how must be answered.

### Step 6. Plan Data Collection

At this stage it is necessary to know whether data required already exists or new data need to be collected (e.g., via observation). Decision must be made on data collection techniques, responsibility for data collection and data storage. Performing all these is equivalent to designing a research study.

### Step 7. Collect Data

This step is the actual activity of data gathering and collation (put together).

### Step 8. Analyze Data

Data that have been collected are tabulated, analyzed and presented using simple statistical tools.

### Step 9. Derive Causes of Problems

The results of data analysis are interpreted to prove or disprove postulates made previously. Collected data may also reveal or suggest other possible causes.

### Step 10. Plan Corrective/Remedial Measures

Strategies for Improvement need to be formulated and planned with care. Based on the causes identified above, various factors requiring correction are identified. Alternative solutions to solving the problem may be identified and shortlisted through Employee suggestion, Literature Review and Benchmarking. In the long term, research and innovation may provide better solutions.

### Step 11. Carry out Remedial Measures

The most effective strategy to use in implementation of remedial measures is the use of the Shewhart PDCA cycle as described below:



**Figure 3.2 Application of the PDCA Cycle to Carrying out Remedial Actions**

In this approach, the remedy being suggested is first planned properly and put to the test (the Do step). This test is done as simulation, trial or pilot project and data is collected to confirm it's effectiveness or otherwise (the "Check" stage). When it is a complete success it can be adopted and institutionalized. If it is not entirely acceptable it can be amended or adapted and tried again. A complete failure warrants re-planning (back to the drawing board) and a repeat of the whole cycle.

### **Step 12. Re-evaluate the problem**

Collect data to determine the frequency and seriousness of the problem. This step means the continuation of the Quality control activities. If the problem has not been solved the problem may require re-analysis or study. It may also mean that the remedial measures chosen were not carried out fully or they were not effective.

### **Step 13. Prevent the problem from recurring**

If corrective actions / measures have been successful, all changes made need to be adopted and institutionalized. This usually means that the changes are incorporated into policies, the work procedures and work culture. Continuous vigilance through quality control will ensure that the problems do not recur



## Self-check-4

**Instruction:** Choose the correct answer for the give choice. You have given 1 Minute for each question. Each question carries 2 Point.

1. Which of the following is not considered monitoring?
  - A. Counting the number of people trained.
  - B. Tracking the number of brochures disseminated.
  - C. Attributing changes in health outcomes to an intervention.
  - D. Collecting monthly data on clients served in a clinic.
2. Evaluations measure:
  - A. The timeliness of a program's activities.
  - B. The outcomes and impact of a program's activities.
  - C. How closely a program kept to its budget.
  - D. How well the program was implemented.
3. At what stage of a program should monitoring take place?
  - A. At the beginning of the program.
  - B. At the midpoint of the program.
  - C. At the end of the program.
  - D. Throughout the life of the program.
4. Work place operation monitoring is sometimes referred to as:
  - A. Evaluation
  - B. Impact Evaluation
  - C. Process Evaluation
  - D. Performance Evaluation
5. A good monitoring system helps answer which of the following questions?
  - A. Is the project progress according to schedule?

- B. Have periodic benchmarks been met?
- C. Is the project under or overachieving output targets?
- D. All of the above.

6. QMS, TQM, and QIP all corresponds to –

- A. Quality techniques
- B. Quality abbreviations
- C. Quality parameters
- D. None of the above

**Instruction:** write short answer for the given question. You are provided 3 minute for each question and each point has 5Points

- 5. Write down problem-solving process
- 6. Define the term Quality and Quality assurance
- 7. What are the determinant of quality?
- 8. Explain the quality dimension

## Unit Four: - Plan and organize workflow

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

- Scheduling work
- Delegating work
- Assessing workflow
- Assisting colleagues of workload.
- Providing input to management staffing needs

This guide will also assist you to attain the learning outcomes stated in the cover page.

Specifically, upon completion of this learning guide, you will be able to:

- Prepare work Scheduling
- Delegate work
- Assesse workflow
- Assist colleagues of workload.
- Provide input to management staffing needs

## 4.1 Work Schedule

### 4.1.1. Plan & Organize Work Activities

Planning and organization makes efficient use of your time at the office by keeping you focused from beginning to completion of a project. A comprehensive plan for work activities and projects ensures you tackle all necessary steps for success. Organizational tools allow you to track the planning progress for the activity.

An organizational plan also facilitates collaboration and information sharing with other team members who play a role in the completion of the activities. Tweaking your organizational method allows you to create the

#### Step 1

Identify the scope and goals of the planning process related to each work activity. Determine what you need to accomplish for the success of the activity or project. Identify the employees who will play a role in the task if it is a team project.

#### Step 2

Break down the major tasks for the activity into smaller steps that you need to take for completion, essentially creating a to-do list for the project. If other employees are working on the tasks with you, assign each person a role and specific responsibilities to divide the workload.

#### Step 3

Establish the timeline for completing the work activity. Assign each individual task that goes into the activity a completion date to make sure everything is completed in a timely manner. Give yourself enough time to complete all associated tasks before the deadline passes.

#### Step 4

Write each due date for the project tasks on your calendar, or set up reminders that pop up on your computer screen as the deadlines approach. most effective planning system for your office.

#### Step 5

Identify potential problems or barriers you may face for the work activities. Create an action plan to avoid those issues to keep the project on track.

## Step 6

Utilize an online project management program for major work activities that are critical to the company's success. These programs are particularly effective for complicated projects or activities that involve many team members. The progress is tracked and all employees can stay updated through the program.

## Step 7

Schedule planning meetings when active participation and feedback is needed from others working on the project. Keep the meetings focused and productive to use the time efficiently.

## Step 8

Send out regular updates and communication to all other employees who are working on the project. This allows all team members to stay informed and update their to-do lists and timelines as necessary.

### 4.2. Delegating work

Delegation is an administrative process of getting things done by others by giving them responsibility. Every superior delegates the authority to subordinates for getting a particular work done. The process goes to the level where actual work is executed. The person who is made responsible for a particular work is given the requisite authority for getting it done.

There is a limit up to which a person can supervise the subordinates. When the number of subordinates increases beyond it then he will have to delegate his powers to others who perform supervision for him.

“Delegation refers to a manager’s ability to share his burden with others. It consists of granting authority or the right to decision making in certain defined areas and charging subordinates with responsibility for carrying through an assigned task.”

#### 4.2.1. Characteristics of Delegation

- Delegation takes place when a manager grants some of his powers to subordinates.
- Delegation occurs only when the person delegating the authority himself has that authority i.e. a manager must possess what he wants to delegate.

- Only a part of authority is delegated to subordinates.
- A manager delegating authority can reduce, enhance or take it back. He exercises full control over the activities of the subordinates even after delegation.
- It is only the authority which is delegated and not the responsibility. A manager cannot abdicate responsibility by delegating authority to subordinates.

#### **4.2.2 Elements of Delegation:**

**Delegation involves following three elements**

##### **1. Assignment of Responsibility:**

The first step in delegation is the assignment of work or duty to the subordinate i.e. delegation of authority. The superior asks his subordinate to perform a particular task in a given period of time. It is the description of the role assigned to the subordinate. Duties in terms of functions or tasks to be performed constitute the basis of delegation process.

##### **2. Grant of Authority:**

The grant of authority is the second element of delegation. The delegator grants authority to the subordinates so that the assigned task is accomplished.

The delegation of responsibility with authority is meaningless. The subordinate can only accomplish the work when he has the authority required for completing that task.

Authority is derived from responsibility. It is the power, to order or command, delegated from superior, to enable the subordinate to discharge his responsibility. The superior may transfer it to enable the subordinate to complete his assigned work properly. There should be a balance between authority and responsibility. The superior should delegate sufficient authority to do the assigned work.

##### **3. Creation of Accountability:**

Accountability is the obligation of a subordinate to perform the duties assigned to him. The delegation creates an obligation on the subordinate to accomplish the task assigned to him by the superior. When a work is assigned and authority is delegated then the accountability is the by-product of this process.

The authority is transferred so that a particular work is completed as desired. This means that delegator has to ensure the completion of assigned work. Authority flows downward whereas accountability flows upward. The downward flow of authority and upward flow of accountability must have parity at each position of management hierarchy. The subordinate should be made accountable to only one superior. Single accountability improves work and discipline.

## POPULAR REASONS WHY MANAGER FAIL TO DELEGAT



**Figure 4.1 Infographic by Live and Learn Consultancy**

### 4.2.3 Principles of Effective Delegation

Delegation is very different from simply assigning someone a task or project that falls into his or her established job description or requirements. When you delegate, you give someone else one of your job tasks to complete with the authority and control to complete it properly.

Here are five principles that can help you create an effective delegation process.

1. **Determine what you will delegate.** Effective delegation begins with defining your responsibilities. Write down all of your activities and responsibilities. Review your master list and categorize all of the items into two secondary lists: things you alone must do and things that others could do or help you complete. Anything that falls into the second list presents an opportunity for delegation.
2. **Choose the right person to delegate the task to.** Andrew Carnegie said, "*The secret to success lies not in doing your own work, but in recognizing the right person to do it.*" The key to finding the right person to delegate an assignment to is matching skills and attitude to the task at hand.
3. **Clarify the desired results.** When the results are clear, it allows the employee to use his or her own creativity and resources to accomplish the task. An added benefit of effective delegation is the individual may find a better and more effective way to accomplish the task or achieve the desired results.
4. **Clearly define the employee's responsibility and authority as it relates to the delegated task.** Clearly communicate the expectation, responsibilities, and timeline. Be sure to ask the employee to share his or her understanding.
5. **Establish a follow up meeting or touch points.** The follow up meetings should be focused on two things-monitoring progress and determining the need for assistance. The number of follow up meetings will vary based on the scope of the task or project and whether the employee is new or a long term member of the department.



### 4.3. Assessing workflow

A workflow is any process that you put in place to guide a team through a project or assignment. It's a central part of project management that allows everyone to clearly see what must be completed. A good workflow should be set up to support and guide a team member from start to completion of a project. Create project scope statement, that would also work as a guidance for your team.

A workflow process can be as simple or complicated as you want it to be. We always recommend keeping things simple. Keep in mind that each step in a workflow can have one or two sub-activities that need to be completed:

1. Receive content from the client
2. Implement category pages on the website
  - a. Implement real content where available
  - b. Notate areas needing content from the client
3. Send website draft to quality control
  - a. Make edits if needed
4. Send website to team lead for review
  - a. Make edits if needed
5. Send to the client for approval

### 4.4 Assisting colleagues of workload

Helping your colleagues at work is important to maintaining a stable workplace. Some other benefits to supporting others at work include:

- Morale: Kindness in offering help when needed can improve morale.
- Support: When you support your colleagues, they may be more likely to support you.
- Leadership; Helping others is an important quality for developing leadership skills.
- Health: A happy work environment can reduce stress and improve your health.

- **Productivity:** When colleagues support each other and work as a team, they are often able to work more productively.

#### 4.4.2. Strategies for helping and supporting colleagues at work

Knowing when and how to offer support to colleagues at work can be a challenge, but helping others encourages a collaborative work environment. Here are tips for helping and supporting your colleagues:

1. **Communicate often;** Communicating with colleagues helps build a relationship and can inspire teamwork.
2. **Recognize their challenges:** You can ask how you can be of help when you see they are dealing with a challenge. Use your own experience to help recognize when others are struggling. Example: If you notice a colleague is stressed and working hard to meet a deadline, stop by their desk and ask if there is anything you can do to help. Listening to their concerns can show empathy and help them feel less stressed.
3. **Volunteer your time:** If you notice a colleague needs help or has a large workload, offer to help them complete some tasks. Sometimes offering moral support is enough if you do not have time or are not permitted to help with their work tasks.

#### 4.5. Providing input to management staffing needs.

The staffing function of management consists of few interrelated activities such as planning of human resource, recruitment, selection, placement, training and development, remuneration, performance appraisal, promotion and transfers. All these activities make up the elements of the process of staffing.

Staffing is the key to all other managerial functions. It helps to maintain a satisfactory workforce in an enterprise.

Following are the important steps involved in the process of staffing:

Step # 1. Estimating Manpower Requirements/Manpower Planning:

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Step # 2. Recruitment and Selection:

Step # 3. Placement and Orientation:

Step # 4. Training and Development:

Step # 5. Performance Appraisal:

Step # 6. Promotion and Career Planning:

Step # 7. Compensation

Relevant personnel in an organization may include:

- ❖ colleagues, supervisors Directors, Coordinators and managers
- ❖ HRM committees and other people with specialist responsibilities
- ❖ specialist resource managers
- ❖ workers' representatives
- ❖ other employees

## Self-check-4

### Test-I Multiple choice

Instruction: Choose the correct answer for the give choice. You have given 1 Minute for each question. Each question carries 2 Point.

1. Identify The best definition of planning from the following
  - A. Devising ways of achieving the objectives of an organization
  - B. The core activity of planners and planning departments
  - C. An integrated process in which plans are formulated, carried out and controlled.
  - D. Setting an organization's objectives and the means of reaching them.
2. Which one strategies helping and supporting colleagues at work
  - A. Communicate often
  - B. Ask how your colleagues are feeling
  - C. Pay attention to what they say
  - D. All
3. The benefits to supporting others at work include
  - A. can improve morale
  - B. can improve morale
  - C. often able to work more productively.
  - D. All
4. Why is delegation an important management tool?
  - A. It helps you to dump your work on someone else.
  - B. It allows you to get rid of the distasteful tasks & assign to someone else.
  - C. It is a tool to help you achieve more and develop your people at the same time.
  - D. It allows you to punish the smart alecks with so much work they will never dig out.
5. A manager who is not delegating is not managing. (choose either true or false)
  - A. True
  - B. False

6. During the Delegating class, your Instructor covered the 8 steps to effective delegation.

Which one of the following choices best describes the “Controls/Follow-up” step?

- A. There is backup and moral support.
- B. As your boss I will have license to micromanage you.
- C. Use Disc knowledge to temper delegation assignments.
- D. I will provide you with a schedule of milestones and we will have “check ins” so I can appraise your progress

7. The first step in Delegating is called “Directions.” In this step the manager

- A. Provides a step-by-step list of actions the employee should follow.
- B. Provides a clear picture of what “done looks like.”
- C. Outlines the negative consequences if the employee fails.
- D. Defines the level of authority the employee has in making decision

### Test II: short Answer writing

**Instruction:** write short answer for the given question. You are provided 3 minute for each question and each point has 5Points

1. Write down the three (3) key methods to assess workflow and progress during work against agreed objectives and timelines
2. Why manager fail to delegate?
3. Why is it important to help others at work?
4. List down Delegation elements.

### III. Fill in the blank space

1. \_\_\_\_\_ is any process that you put in place to guide a team through a project or assignment.
2. \_\_\_\_\_ is the obligation of a subordinate to perform the duties assigned to him

## Unit Five: - Workplace records

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

- Delegating and monitoring completion of records
- Completing and submitting workplace records
- Identifying and considering workplace problems

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

- Delegate and monitor completion of records
- Complete and submit workplace records
- Identify and consider workplace problems

### 5.1. Delegating and monitoring completion of records

Workplace records may include: -

- ❖ staff records and regular performance reports
- ❖ Job Specification
- ❖ Materials safety data sheet
- ❖ Relevant agreement, codes of practices and other legislative requirements

Delegating and monitoring completion of records accordance with procedures, organization's policies practices

The organization's policies practices and procedures may include:

- ❖ organizational guidelines which govern and prescribe operational functions, such as the acquisition and management of human and physical resources
- ❖ organizational culture
- ❖ Standard Operating Procedures
- ❖ Undocumented practices in line with organizational operations.
- ❖ Organizational values

Procedures include all relevant workplace procedures, work instructions, temporary instructions and relevant industry and government codes and standards.

### Documentation

is any communicable material that is used to describe, explain or instruct regarding some attributes of an object, system or procedure, such as its parts, assembly, installation, maintenance and use.

sources of documentation such as:

- production reports
- job specifications
- production capability statements/specifications
- relevant workplace procedures and policies
- quality standards
- enterprise manuals
- machine or equipment instructions and readouts

- manufacturer specifications
- materials safety data sheets
- reliability, human resource, financial and production information
- relevant agreements, codes of practice and other legislative requirements.
- Filing systems may be manual or computerized.

## 5.2 Completing and submitting workplace records

### HR documentation

HR documentation refers to a set of records that businesses maintain to provide evidence, track changes and report information that may inform decisions. This documentation typically includes records of employment, information about company actions and incident reports. Federal and local law may dictate some records businesses keep, while others are subject to the company's internal policies. The best HR practices involve maintaining both formal and informal records of all employment events. This can include items such as:

- Actions
- Contributions
- Disciplinary actions
- Disputes
- Investigations
- Performance evaluations
- Policy violations

Maintaining extensive records allows the HR department to keep a detailed history of important events in the workplace. Documentation can also guide managerial staff on employee promotions, disciplinary actions, pay raises and terminations. It's vital that HR documentation is factual, objective and free from bias.

### Important documentation

There are many reasons maintaining a consistent, organized system for documentation can benefit an organization, including:

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- **Demonstrates professionalism**

Documentation shows both employees and customers that a company is serious about safeguarding critical information and providing interested parties with detailed records of workplace happenings. The practice of maintaining accurate documentation provides an accessible, manageable framework for addressing issues. It may also enable you to execute other processes with professionalism. For example, if you carefully document employee performance improvements, you could refer to the data when offering raises at the end of the year.

- **Facilitates performance management**

Thorough documentation ensures consistency, efficiency and standardization when managing employee performances. Keeping records of job descriptions, feedback and results may help managers guide and coach employees. It might also inform decisions about promotions and personnel changes. It can also benefit employees who want to learn more about their performance, identify any opportunities for improvement and track their goals. This may lead to a more engaged, effective team

- **Helps businesses enforce policies**

Most businesses have a set of internal policies that guide behavior from employees and leadership. HR documentation helps management understand if employees are following these policies and if they're benefiting the organization. For example, if the employee handbook mandates that employees arrive for work no later than 15 minutes after their start time, HR may want to know if employees are abiding by this rule. Noting repeated tardiness in formal documentation may help them better enforce this rule and meet organizational goals.

- **Encourages compliance**

Proper documentation can help a business defend itself if legal issues arise. Legal guidelines may require companies to execute particular actions like accommodating disabilities and allowing reasonable medical leave. Keeping thorough, prompt records of all communications with employees can help prove that an organization complied with all federal and local laws. Comprehensive records can help businesses protect themselves from financial audits and safety hazards, too

## **Formal vs. informal documentation**

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**Formal documentation** adheres to certain standards and conventions as determined by the company and official HR procedures. Formal documentation includes official forms and paperwork, and some may require signatures from relevant parties. While any written record of workplace happenings can be beneficial, it's vital to supplement any informal documentation with formal documentation, especially as required by law.

Contrastingly, it can be appropriate for some documentation to be informal.

**Informal documentation** can comprise notes, letters, emails or chat messages. For example, a manager might keep a casual record of discussions they've had with employees throughout the year to address during performance reviews. If an employee gives a written suggestion to management, they can file it for future reference.

## Types of HR documentation

There's a variety of documents that might be necessary or helpful for HR professionals to keep. The exact documents needed may vary between employees depending on their unique situation.

Companies may keep different records depending on their internal policies, too

### 1. Onboarding paperwork

It's important to keep employees' original paperwork from the hiring and onboarding process, including:

- Job applications
- Resumes and cover letters
- Verifications of employment and education history
- Employment contracts
- Personal identification documents
- Contact information
- Bank account information
- Compensation structures
- Signed employee handbook acknowledgment forms
- Relocation agreements

### 2. Performance documents

Having detailed records about employees' ongoing performance can be beneficial, so consider keeping records like:

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- Job descriptions
- Training records
- Disciplinary action reports
- Attendance records
- Performance improvement plans
- Policy violations
- Self-assessments
- Recognition and awards

### 3. Medical information

Local laws may dictate how you document relevant medical information, but some departments may keep documents like:

- Disability accommodations
- Records of medical leaves
- Doctor's notes for absences
- Emergency contact information

Remember to respect employees' privacy and abide by all applicable regulations when requesting medical information and documenting health-related absences.

### 4. Termination records

If an employee leaves the company voluntarily or involuntarily, it's vital to keep thorough records of their departure, including:

- Resignation or termination letter
- Exit interview records
- Insurance information
- Remaining paycheck information
- Clearance form

Information used by organizations needs to be regularly monitored to ensure it is current, is still necessary and can be easily accessed. It may be your responsibility to do this, so make sure you are familiar with your organization's procedures for updating, modifying and storing information. Here is more information about these processes

- Updating means making sure the information is the latest, most current version.

There may be serious consequences if the information an organization uses is not current. For example, a new customer may be annoyed if they are not sent a catalogue and newsletter because their name has not been added to the customer database. Or, the sales team may be working towards an incorrect target if updated sales figures are not regularly forwarded to them. If you receive more current information after you have already sent information to someone, make sure you also send the updated information as soon as possible.

- **Modify information** Modifying means changing or altering information. It may involve reformatting, changing the content, adding information, deleting information or moving information. You may need to modify information when existing information is no longer useful or needs to be used for a new purpose.
- **File and store information:** - When you process information, you may be required to catalogue items in the filing system after you have collected, updated or modified them. You'll need to know:
  - what information to keep
  - the legal requirements of keeping the information
  - your organization's filing procedures
  - the security issues surrounding the information

### 5.3 Identifying and considering workplace problems

#### Problems

Anticipate and solve problems means resolve a wide range of routine and non-routine problems, using product and process knowledge to develop solutions to problems which do not have a known solution/s recorded in the procedures.

Typical problems in workplace problems may include

- difficult internal and external customer service situations
- equipment breakdown/technical failure
- delays and time difficulties
- competence/skill gap
- lost files
- misfiling
- poor controls
- insufficient space/storage facilities
- incorrect destruction of records

## Self-check-5

### True OR False

3. Procedures include all relevant workplace procedures, work instructions, temporary instructions and relevant industry and government codes and standards
4. All operations are performed in accordance with procedures, organization's policies practices

### Test-I Multiple choice

Instruction: Choose the correct answer for the give choice. You have given 1 Minute for each question. Each question carries 2 Point

2. Which one of the typical problems in the workplace?
  - B. difficult internal and external customer service situations
  - C. competence/skill gap
  - D. delays and time difficulties
  - E. All
5. The organization's policies practices and procedures:
  - A. organizational culture
  - B. Standard Operating Procedures
  - C. documented practices in line with organizational operations.
  - D. Organizational values
6. Workplace records may include: -
  - A. staff records and regular performance reports
  - B. Job Specification
  - C. Materials safety data sheet
  - D. All

### Part II. Short Answer

3. Define the Following terms
  - A. Organizational values
  - B. Work Procedure
  - C. Organizational Culture
2. List down the possible Workplace records

## Unit Six: - Problem solving and decision making

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

- Initiating short term action
- Analyzing problems and potential solutions
- Encouraging team in solving problem.
- Taking follow up action

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

- initiate short term action
- analyze problems and potential solutions
- encourage team in solving problem.
- take follow up action

## 6.1. Initiating short term action

Problem solving models are used to address the many challenges that arise in the workplace. while many people regularly solve problems, there are a range of different approaches that can be used to find a solution. complex challenges for teams, working groups and boards etc., are usually solved more quickly by using a shared, collaborative, and systematic approach to problem solving.

### Select an approach to resolve the problem

When selecting the best approach, consider:

- ❖ Which approach is the most likely to solve the problem for the long term?
- ❖ Which approach is the most realistic to accomplish for now? Do you have the resources? Are they affordable? Do you have enough time to implement the approach?
- ❖ What is the extent of risk associated with each alternative?

## 6.2. Analyzing problems and potential solutions

### Plan the implementation of the best alternative (this is your action plan)

- A. Carefully consider "What will the situation look like when the problem is solved?"
- B. What steps should be taken to implement the best alternative to solving the problem? What systems or processes should be changed in your organization, for example, a new policy or procedure? Don't resort to solutions where someone is "just going to try harder"
- C. How will you know if the steps are being followed or not? (these are your indicators of the success of your plan)
- D. What resources will you need in terms of people, money and facilities?
- E. How much time will you need to implement the solution? Write a schedule that includes the start and stop times, and when you expect to see certain indicators of success
- F. Who will primarily be responsible for ensuring implementation of the plan?
- G. Write down the answers to the above questions and consider this as your action plan



H. Communicate the plan to those who will involve in implementing it and, at least, to your immediate supervisor

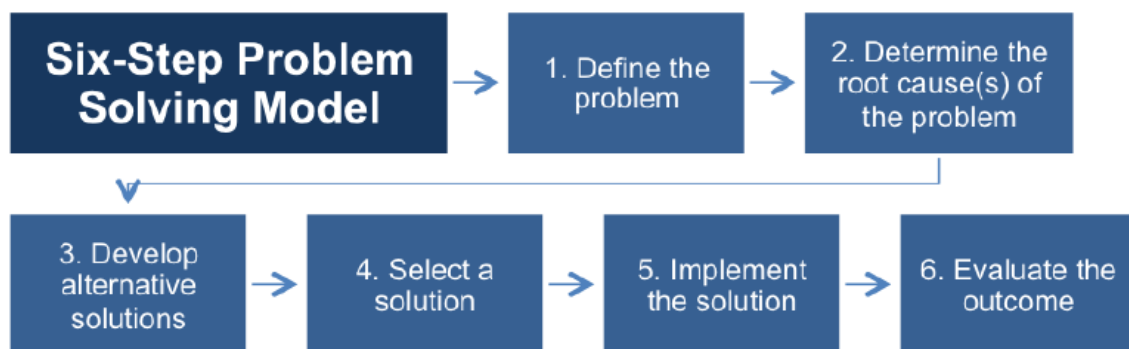
## Advantages of Six-Step Problem Solving

The Six-Step method provides a focused procedure for the problem solving (PS) group.

- ❖ It ensures consistency, as everyone understands the approach to be used.
- ❖ By using data, it helps eliminate bias and preconceptions, leading to greater objectivity.
- ❖ It helps to remove divisions and encourages collaborative working.
- ❖ It stops PS groups diverging into different problems.
- ❖ It eliminates the confusion caused when people use different problem solving techniques on the same issue.
- ❖ It makes the decision making process easier.
- ❖ It provides a justifiable solution.

All six steps are followed in order – as a cycle, beginning with “1. Identify the Problem.” Each step must be completed before moving on to the next step.

The steps are repeatable. At any point the group can return to an earlier step, and proceed from there. For example, once the real problem is identified – using “2. Determine the Root Cause(s) of the Problem”, the group may return to the first step to redefine the problem.



## Figure 6.1 Six-Step Problem Solving Model

The Six Steps problem solving are the following:

1. **Define the Problem:** - investigate the wider symptoms to discover the implications of the problem, who it affects, and how urgent/important it is to resolve the symptoms.
2. **Determine the Root Cause(s) of the Problem:** - Once all the symptoms are found and the problem diagnosed and an initial definition agreed, the PS group begins to explore what has caused the problem.
3. **Develop Alternative Solutions:** Finding as many solutions to the problem,
4. **Select a Solution:** -Select the best from the potential alternatives solutions -
5. **Implement the Solution:** - Actions need to be taken during the implementing the solution
6. **Evaluate:** - Check whether the action taken correct or not

The process is one of continuous improvement. The goal is not to solve but to evolve, adjusting the solution continually as new challenges emerge, through repeating the Six Step Process.

### 6.3. Encouraging team in solving problem.

#### 6.3.1 Encourage Creative Problem Solving for Employees/Team

Problem solving is a process that we use to bridge a gap between a present situation and a desired goal. We go through this process almost every day at work to make decisions and get our job done. It is important to encourage your staff to go outside of the traditional way of thinking and be more creative when faced with problems. Creative problem solving turns a problem into an opportunity to improve, and it allows your department to be more effective and innovative

#### Encouraging creative problem solving

The followings are means to encourage teams/staff to become creative in problem solving: -

- **Understand the process.** Be familiar with the following steps of creative problem solving in order to provide your staff guidance:
  - ✓ Identify and understand the problem
  - ✓ Gather information
  - ✓ Allow time to think

- ✓ Brainstorm and generate ideas
- ✓ Evaluate potential solutions for feasibility and effectiveness
- ✓ Take action
- **Promote the importance and process of creative problem solving.** Encourage your staff to think out- side of the box when faced with a problem and voice their ideas. Make sure that they understand that creative thinking increases the success for the team and the District. Your staff may know to bounce ideas around but may not be familiar with the creative problem solving process. Provide the necessary tools and techniques to your staff.
- **Facilitate brainstorming for your team.** Generally, creative problem solving in the workplace involves a team approach. Make time for your staff to share ideas and brainstorm. Before brainstorming as a team, let your staff know in advance the problem that you are seeking solution for and ask them to come up with several ideas before the brainstorm session. Sometimes, it is helpful to ask employees to write down their ideas and collect them anonymously before the session
- **Provide insights.** Your staff may ask you for clarification about the problem and/or how to go about brainstorming. Provide additional resources or contacts that may be helpful in their information gathering and brainstorming process. Keep the objectives and strategies of the District and your department in mind as your staff goes through the creative process. Remind your staff to consider realistic timeframe, available resources, possible constrains and other relevant factors when they are evaluating potential solutions
- **Actively solicit for ideas.** As a supervisor, one way to demonstrate effective leadership is to lead by example. Consistently and actively soliciting for new ideas and keeping an open mind will promote creative thinking in your department.
- **Challenge your staff.** Encourage your staff to continue looking for more efficient ways to perform their day-to-day duties. Provide constructive feedback and offer different perspectives to challenge their normal way of thinking.
- **Be supportive.** Sometimes, there are may be bumps in the process of creative problem solving. It is important for a supervisor to be supportive and create a safe environment where your staff feel comfortable to share different ideas.

- **Reinforce actions.** Creative problem solving is only effective when the resolutions are being acted on. Provide the time and resources necessary for your employees to implement the creative ideas and follow through.

### **Improve Team Engagement and Collaboration**

- ✓ Encourage your team to ask open-ended questions during discussions
- ✓ Explain the importance of listening thoughtfully to others.
- ✓ Avoid criticizing or judging ideas during brainstorming sessions.
- ✓ Ask your team to avoid thinking about solutions and focus on understanding the problem.
- ✓ Use “yes...and” statements and avoid “either...or” thinking.
- ✓ Ask each team member to document their thoughts and share with the team.
- ✓ Have subject matter experts formally present their views in a team meeting – use a time limit to support a concise expression of viewpoints.
- ✓ Use silent brainstorming techniques to ensure that you capture the opinions of less talkative team members.
- ✓ Document and summarize outputs from brainstorming sessions and share with the team – the same day if possible.
- ✓ Create a space (electronic or whiteboard) for team members to continue sharing thoughts after the meeting.

## **6.4. Taking follow up action**

### **6.4.1. The importance of employee performance review follow-up**

The follow-up to your performance review is just as important as the review itself. It helps you ensure that employees are carrying out your feedback and tips in their day-to-day efforts. It also keeps employees and managers aligned and encourages two-way conversation about employee goals, progress, and performance.

Employees need your support to execute their plans, and a performance review follow-up helps your problem-solve around roadblocks that employees face.

In addition, you can stay updated with your employees’ progress—or lack of it—to make important business decisions. Your follow-up strategy will encourage employee buy-in, accountability, and execution, to maximize growth.

### **Five tips for effective follow-up**

#### **✓ Take notes.**

After the performance review meeting is over, your points of interest should stay top of mind for effective follow-up. That’s why taking notes during your conversation is important. Your notes will serve as a guide that outlines key takeaways and next steps. They can help you formulate your follow-up email and give insight into future coaching opportunities.

#### **✓ Track individual goals and how they impact team performance.**

If an employee is meeting or exceeding their goals, recognize their achievements to motivate continued strong performance. If the employee is falling short, talk with them about why their goals aren’t being met. Are there roadblocks preventing success? Is something outside of work impacting their job performance? Perhaps it’s time to reevaluate performance and construct an employee performance improvement plan.

#### **✓ Be approachable**

As situations change, employee goals and projects may need to be adjusted accordingly. Employees should be encouraged to discuss potential adjustments with you. Create a culture where employees feel comfortable bringing up comments or concerns based on the changing environment.

#### **✓ Check in with other team members.**

You can’t be expected to keep up with the day-to-day workings of every employee.

Draw feedback from other team members to gain a well-rounded view of employee performance and how teammates interact with each other. It can be difficult to give and receive feedback, but you want to create a culture where employees can be open and direct with each other and take constructive criticism without bruising egos.

### ✓ **Give performance review follow-up**

While your in-person performance review follow-up is important, written follow-up can be highly effective too. And a great way to provide your written feedback is through email. By leveraging this format, you can document your conversation in writing and reiterate your expectations. Leaders and their employees can align on initiatives, and employees can hold themselves accountable with concrete, easily accessible plans

## **6.4.2 Benefits of a performance review follow-up**

- **Outlines expectations in writing for future reference:** -Employee accountability is the key to making your performance reviews successful. When managers put their key takeaways and expectations in writing, it's much easier for employees to stay accountable and engaged. An effective follow-up email summarizes key-points to reference when employees lack direction.
- **Gives employees a chance to reflect, compile a response, ask questions, and provide input.**

Some employees struggle to respond on the spot. They may simply agree with you without sharing their complete feelings. But by providing a follow-up email, you give employees a chance to compose their thoughts to make suggestions or ask questions. This increases employee buy-in and alignment moving forward.



## Self -check 6

### Test-II True or False

Write true for the correct statement and False the wrong statement.

1. Employee accountability is the key to making your performance reviews successful.
2. Employees should be encouraged to discuss potential adjustments with you
3. Complex challenges for teams, working groups and boards etc., are usually solved less quickly by using a shared, collaborative, and systematic approach to problem solving.

### Test-II Multiple choice

Instruction: Choose the correct answer for the give choice. You have given 1 Minute for each question. Each question carries 2 Point.

1. The importance of employee performance review follow-up
  - A. It helps you ensure that employees are carrying out your feedback and tips in their day-to-day efforts.
  - B. It also keeps employees and managers aligned and encourages two-way conversation about employee goals, progress, and performance.
  - C. Employees need your support to execute their plans,
  - D. All
4. Which one of the Strategies inspiring Your Team to Solve Problem?
  - A. Allowing free-flowing discussion and the expression of all points of view on the problem.
  - B. Announcing the Decision
  - C. Viewing 'Misunderstanding' as a Problem
  - D. All    E. None

### Part III. Short answer

Write Short answer for the following question.

2. Write down The strategy for effective follow-up
3. List and explain the steps in problem solving.



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