



MIDWIFERY Level -III

Learning Guide -41

**Unit of Competence: - Monitor Implementation of
Work Plan/Activities**

**Module Title: Monitoring Implementation of Work
Plan/Activities**

LG Code: HLT MDW3 M011 LO1-LG41

TTLM Code: HLT MDW3 TTLM 919v1

**LO 1: Monitor and improve
workplace operations**



Instruction Sheet	Learning Guide #-----
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This learning guide is developed to provide you the necessary information regarding the following **content coverage** and topics –

- Monitoring efficiency and service levels are on an ongoing basis.
- Supporting operations in the workplace overall enterprise goals and quality assurance initiatives.

Identifying quality problems and issues are promptly and adjustments are made accordingly.

- Changing Procedures and systems are in consultation with colleagues to improve efficiency and effectiveness.
- Consulting colleagues are about ways to improve efficiency and service levels.

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

Specifically, upon completion of this Learning Guide, **you will be able to –**

- Efficiency and service levels are monitored on an ongoing basis.
- Operations in the workplace support overall enterprise goals and quality assurance initiatives.
- Quality problems and issues are promptly identified and adjustments are Made accordingly.
- Procedures and systems are changed in consultation with colleagues to improve efficiency and effectiveness.
- Colleagues are consulted about ways to improve efficiency and service levels

.Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described below
3. Read the information written in the “Information Sheets 1,2,3,4and5,”. Try to understand what are being discussed. Ask you teacher for assistance if you have hard time understanding them.

Accomplish the “Self-check 1,2,3,4 and 5” in page 13,17,20,23 and 26 respectively



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	Author: Federal TVET Agency	

Information Sheet-1	Efficiency and service levels are monitored on an on-going basis.
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What is Management?

The organization and coordination of the planned activities in order to achieve their defined objectives. Management is often included as a factor of production along with, machines, materials, and money. According to the management guru Peter Ducker (1909-2005), the basic task of management includes both marketing and innovation. Practice of modern management originates from the 16th century study of low-efficiency and failures of certain enterprises, conducted by the English statesman Sir Thomas More (1478-1535). Management consists of the interlocking functions of creating corporate policy and organizing, planning, controlling, and directing an organization's resources in order to achieve the objectives of that policy.

The directors and managers who have the power and responsibility to make decisions and oversee an enterprise. The size of management can range from one person in a small organization to hundreds or thousands of managers in multinational companies. In large organizations, the board of directors defines the policy which is then carried out by the chief executive officer, or CEO. Some people agree that in order to evaluate a company's current and future worth, the most important factors are the quality and experience of the managers.

Role of manager

- Organizations are places where groups of people work together to achieve a common goal, or goals
- It is the role of the manager to ensure that staff have all the necessary 'resources' to be able to achieve these goals
- The manager must also monitor to ensure progress towards these goals.

Because most organizations aim to make profits and meet customer expectations, managers are also required to make sure the work is done

Efficiently

- On time



- Within the given resource constraints.

Effectively

- Service or product meets quality standards
- The job is done well. '

Management function

Planning

- Setting goals and targets
- Overseeing the development of plans, systems and processes for achieving goals
- Working out how best to get there within a budget.

Organizing

- Coordinating the resources, staff, plant and facilities to achieve goals.

Leading

- Providing the direction, support, encouragement, feedback and training staff need to do their job well.

Monitoring

- Supervising staff, monitoring and adjusting systems and procedures to make sure goals are achieved as planned.

Management responsibility

Chief Executive Officer : they are more reliant on conceptual skills.

- Dealing with the board of management
- Broad organizational planning
- Positioning the enterprise in the marketplace
- Securing large contracts for the business
- Balancing the finances of the organization
- Leading the enterprise as a whole.
- **Middle level manager:** Need strong planning and interpersonal skills.



- Operational planning
- Establishing staffing levels within given budgets
- Dealing with unresolved problems
- Setting up systems and procedures
- Supervising sales and contracts
- Encouraging staff and setting up systems to support them.

Supervisor: Need technical, operational and strong interpersonal skills.

- Work directly with staff on a day-to-day basis
- Monitor their workload and workflow
- Handle queries and issues as they arise
- Verify systems are implemented and suggest changes if they are not working.

The size and type of the organization they work

- **in large organizations**
- Roles and responsibilities are more likely to be defined and separated
- Managers will work in specific teams or units.
- **In a smaller organization**
- Managers required to work across a number of areas.

Management and culture

- **The culture of the enterprise**
 - ❖ All organizations have a culture or a mind-set or a particular way of operating.
 - ❖ The culture of a business is often described as ‘the way we do things around here.’
The culture could be:
 - ❖ Supportive of staff
 - ❖ Customer-oriented
 - ❖ Friendly
 - ❖ Comfortable



- ❖ Casual
- ❖ Total quality management in nature
- ❖ Blaming
- ❖ Negative ‘
- ❖ Stressful.

The culture of the enterprise

- **In large organizations;**
 - ❖ Clear protocols about almost everything
 - ❖ Staff have unambiguous roles according to their classification
 - ❖ Its culture may be described as structured and safe.

- **In a smaller organization;**
 - ❖ Encourage staff to wear casual clothes
 - ❖ Work in a team circle and interact constantly\
 - ❖ Allow for creativity and to attract a particular customer base
 - ❖ Its culture may be described as flexible and creative

Management Style

- Their preferred style of operation Their management style could be:
 - ✚ Laissez faire
 - ✚ Team-oriented
 - ✚ Task-oriented
 - ✚ Autocratic
 - ✚ Outgoing.



Monitoring: The Periodic tracking (for example, daily, weekly, monthly, quarterly, annually) of any activity's progress by systematically gathering and analyzing data and information is called Monitoring. The target audience/beneficiaries must be defined along with what you are doing, and whether your activities are being implemented as planned or not.

Monitoring of a program or intervention involves the collection of routine data that measures progress toward achieving program objectives. It is used to track changes in program outputs and performance over time. It provides regular feedback and early indications of progress (or lack of progress). Its purpose is to permit the management and stakeholders to make informed decisions regarding the effectiveness of programs and the efficient use of resources.

Monitoring: is the regular observation and recording of activities taking place in a project or programmed. It is a process of routinely gathering information on all aspects of the project.

To monitor is to check on how project activities are progressing. It is

Observation, systematic and purposeful observation.

Monitoring also involves giving feedback about the progress of the project to the donors, implementers and beneficiaries of the project.

Reporting enables the gathered information to be used in making decisions for improving project performance

- **Difference** b/n Efficiency and Effectiveness Efficiency ;means whatever you produce or perform; it should be done in a perfect way. ... While efficiency is the state of attaining the maximum productivity, with least effort spent, **effectiveness** is the extent to which something is successful in providing the desired result

When should Monitoring Take Place:

1. M&E is a continuous process that occurs throughout the life of a program (PCM).
2. To be most effective, M&E should be planned at the design stage of a program, with all the resources (time, money, and personnel) that will be required calculated and allocated in advance.
3. Monitoring should be conducted at every stage of the program, with data collected, analyzed, and used on a continuous basis.
4. Usually about 7% of the total budget of the project is allocated to M&E



5. Evaluations are usually conducted at the end of programs. However, they should be planned for at the start because they rely on data collected throughout the program, with baseline data being especially important.

What to monitor;

Any aspect of work operations can be monitored with a view to improvement including:

- The procedures or systems
- The workflow
- Gaps or overlaps in service provision
- The workload of staff
- The time it takes to do a task or job Job design

➤ Who does the monitoring

Manager has the final responsibility for determining whether the goals set by the organisation are achieved.

Managers should involve staff in

- **Setting the goals**
- **Reviewing the progress**
- **Coming up with ideas and solutions to problems**

Purpose of monitoring ; Level of customer satisfaction. There are good reasons to monitor progress and adjust plans. Things are more likely to happen as planned Management and staff actually know what's going on in the business Problems are identified and corrected Service and product are consistent over time Work operations fit with work and organization goals Staff feel supported and involved Customer needs are met Monitoring in a quality environment doesn't just rely on the inspection and checking of procedures and work done It is a total concept whereby quality is built into every aspect of work operations and there is a continual process of improvement

It doesn't blame individuals but rather concentrates on seeking better ways to do things.

Types of Monitoring

1. Process Monitoring (Real Time Monitoring)
2. Progress Tracking



3. Progress Validation
4. Performance Monitoring

Process Monitoring:

Process monitoring is a key component of any M&E system. Process monitoring informs management and a donor about the actual implementation of project activities in the field. At the same time process monitoring let the project staff on ground know how well they implements the project and what improvement they can bring to the work they are doing in field.

Process monitoring is conducted using checklists and guidelines. Those checklists are developed jointly with project staff. The same checklists and guidelines are used by field staff while implementing project activities. Following the same checklists/guidelines by both the monitoring staff and the field staff help the M&E staff to identify and share gaps that are identified during the process monitoring. Participants were shared a sample of monitoring guidelines. In order to undertake process monitoring, a monitoring tool is required that capture the following information:

1. Purpose of the monitoring visit
2. Which activity does the visit covers
3. Methodology adopted for the visit
4. Key findings from the field
5. Feedback by the field staff
6. Debriefing points agreed
7. Deadlines and responsibilities

A sample tool for field level process monitoring was shared with participants. Participants were oriented on rating of process monitoring reports. It is important to quantify monitoring findings for better analysis. Traffic lights (Green, Amber, and Green) are usually applied for rating findings from the monitoring visits. The lights are explained below:

Progress Tracking



Every project has set output targets to be achieved. One of the key functions of any robust M&E system is to capture progress against those output targets. A tracking sheet is required to outline all output indicators for key activities along with target values for those output indicators. The targets could be divided into quarters/years. Progress is entered against those targets and the trackers automatically calculate deviation against the targets.

Progress is tracked for two reasons:

1. To see whether the project is on-track or off-track
2. To assess whether time-critical activities are taking place as per the calendar or not.

and funded to achieve desired outcomes. Assessing those outcomes and changes are the key functions of M&E Unit. 'Value for Money' of a project is assessed through assessment of performance indicators.

Purpose of the assessment

1. Scope and indicators to be tracked
2. Methodology, tools and sampling size
3. Type of tools to be used for the data collection
4. Who will participate in the data collection
5. When and where the data will be collected
6. How the data will be managed and analyzed
7. Reporting and timeline

Progress Tracking

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Progress is tracked for two reasons:

- To see whether the project is on-track or off-track



- To assess whether time-critical activities are taking place as per the calendar or not.

The information could be used by partners in writing and submitting progress reports to donors.

Progress Validation:

Progress validation is another important type of monitoring. Progress of key project activities are usually reported by the field staff. In order to validate the output progress reported, the M&E staff collect the Output Tracker and identify output indicators to be validated. Validation/verification is initiated by collecting of Means of Verification (MoV). Once MoV are collected, the M&E staff takes a sample out of those and physically verifies the activities. This is followed by assessing and verifying thoroughly the process being adopted by field staff while conducting that specific activity. At the same time, if the activity has been undertaken a while ago, performance and outcomes of the intervention is also assessed.

Output is validated in field using the same tool and guidelines used for process monitoring.

Performance Monitoring:

Participants were explained that projects are mainly designed and funded to achieve desired outcomes. Assessing those outcomes and changes are the key functions of M&E Unit.

‘Value for Money’ of a project is assessed through assessment of performance indicators.

Performance or outcome indicators are usually outlined from the project proposals and these are inserted into an M&E plan.

To assess progress for performance indicators, baseline is important. Baseline data shows the pre-project status of performance/outcome indicators. There are certain indicators which associated with behavior change. For those indicators KAP studies (Knowledge, Attitude and Practices’ are conducted. Baselines/KAP studies are conducted through systematic process and methodologies. Once baseline data is collected, the values are inserted into the M&E plan. Based on the baseline data, realistic targets are set together with the project implementing staff. Once targets for the outcome/performance indicators are set, sources of data and methods of data collection for the indicator is identified. This enables the M&E staff to be aware of data collection sources and sampling to be followed. The M&E plan also provides information about frequency/timeline for each performance indicator to be assessed over a period of time.



Periodic assessments are conducted using the same methodology and tools of the baseline to track performance indicators. Like other M&E studies, periodic assessments are initiated by drafting a Concept Note. The Concept Note briefly outlines

Once periodic assessments are completed, the analysis is entered into the M&E plan and progresses against the outcome indicators are reported.

Types of MNE Studies

1. Needs Assessment
2. Baseline Study
3. KAP Study
4. Periodic Assessment
5. End-line Study

When To Monitor Work Operation

Monitoring should be occurring all the time. You can predict problems: Before the event During the event After the event.

Before the event this involves being able to 'read ahead' and see certain systems or behaviors are probably going to result in problems or poor results How can you anticipate problems?

During the event This involves being able to identify and solve problems as they occur, and being able to see the effects of making certain changes This is not necessarily an easy thing to do, because of workload and time constraints

After the event Sometimes it is just not possible to anticipate a problem or to correct them as they happen. The benefit of hindsight allows us to take time to review, reflect, consult and then make changes

Also, sometimes problems are cumulative, meaning that many small instances can lead to a bigger overall problem.

Steps in monitoring work operation

Work out what needs to be monitored Generally, things to be monitored include:

- ❖ Areas showing early warning signs things are not going according to plan
- ❖ Areas of critical activity to the organization including: high revenue raising streams areas subject to intense legal scrutiny



- ❖ Areas due for scheduled review
- ❖ Decide on methods or measures to use
 - This is where you decide how to measure your progress including:
- ❖ Observation
- ❖ Statistical and written reports
- ❖ Surveys
- ❖ Checklists
- ❖ Flowcharts
- ❖ Benchmarking.
- ❖ Compare what is happening with what should be happening
- Here you review and analyze what's actually happening:
 - ✚ Refer back to your original goals
 - ✚ Compare your progress against these targets
 - ✚ Identify difference and causes.
 - **Maybe original target is unrealistic and needs to be changed.**
 - ✚ Take appropriate action
 - ✚ This involves making the necessary adjustments to improve the level of service, productivity or customer satisfaction
 - ✚ Depending on what is being monitored, involving staff in all or some stages of the monitoring process is likely to achieve better results.

Methods of monitoring

There are many tools or methods available to monitor progress or outcomes of work operations including:

- Reports
- Obtaining customer feedback
- Using a pretend customer
- Walking around and observing
- Use of checklists
- Brainstorming sessions
- Staff input and review.



Self check -1	Written test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page: choose best answer and circle on it.(1 pt each) time given 10 minutes.

1.---- is the regular observation and recording of activities taking place in a project or programmed

A. evaluation B. monitoring C. improving D. direction.

2. .When to monitor work operation

A. before the event B during the event C after the event D. all

3 From the following one is not types of monitoring

A. plan B Progress Tracking C . Progress Validation D Performance Monitoring

4. organizing and coordinating of the planed activities in order to achieve their defined objectives.

A . Management B. Observation C. Directing D. None



5 . From the following one is not apart of management function

- A. A .Leading B. Autocratic C. Organizing D. Monitoring

Note: Satisfactory rating 3 points

Unsatisfactory - below 3 points

Answer Sheet

Name: _____

Answer sheet

1. _____

2. _____

3. _____

4. _____

5. _____

Score = _____

Rating: _____

Date: _____

Information Sheet-2

Operations in the workplace have been supported overall
enterprise goals and quality assurance initiatives

Adjust procedures and systems

Adjustment of internal procedures and systems to improve efficiency and effectiveness is an on-going exercise.

It involves:

- ✓ Monitoring of the internal and external environments
- ✓ The integration of findings into current practices
- ✓ Influences future planning

- **Types of work place activity**

- Management changes
 - ❖ New management
 - ❖ Change in orientation to service
 - ❖ Setting of some new directions in relation to several other factors
 - ❖ New management focus.



- **re-structures Organizational**

- ✚ Change of personnel structure
- ✚ Elimination of positions
- ✚ New job roles
- ✚ Changes in job roles
- ✚ New knowledge or skills.

- **Introduction of new equipment**

New equipment means:

- Possible interruptions to operations for installation
- Training for staff
- Requires that staff can explain the new equipment to customer
- Changes in job roles
- Changes in procedures
- Changes to workflow.

- **Recruitment practices**

- ✚ Need to establish comprehensive job descriptions and job specifications
- ✚ Seeking of new knowledge and skills
- ✚ Change advertising strategy
- ✚ Revised interviewing and selection process
- ✚ Revised selection criteria

Influences on work place changes

There are a number of external factors that dictate the need for workplace changes.

These include, but are not limited to:

- Competitors
- Economic climate
- Trends in customer preferences
- Environmental issues
- Technological development

Developing standards and plans



The time spent actively considering your establishment's orientation to adjusting procedures and systems should result in a set of standards and plans.

These must be in writing so everyone can:

- Be sure about them
- Understand what they mean
- Know what is expected of them.

Types of standards plans

- Response times
- Service guarantees
- Pricing guarantees
- Product quality
- Document presentation standards
- Personal presentation standards
- Complaint management

Change in work place

Approaches to the staff may include:

- Providing education and training service
- Involving staff in planning and implementing quality improvement
- Building a spirit of working together towards goals
- Improved communication channels
- Promoting open communication and feedback
- Encouraging and recognizing innovation and teamwork
- Recognizing the right of every employee
- Making the customer a 'member' of the organization as opposed to a 'customer'
- Rewarding faithful customers
- Communicating with customers in a way that promotes goodwill, trust and satisfaction
- Identifying customer's un-stated needs
- Ensuring customers' needs and reasonable ' requests are met
- Providing friendly and courtesy assistance without having to be asked.



Self-Check -2

Written Test

Directions: Answer the questions listed below. Use the Answer sheet provided in the next page: time given 5 minutes (3 point)

1. Types of work place activity in management changes

A... .New management B. Change in orientation to service C..A&B D. None

2. Organizational re structure means

A...Change of personnel structure B. Elimination of positions C. New job roles D.All

Note: Satisfactory rating - 3 points

Unsatisfactory - below 3 points



Answer Sheet

Score = _____

Rating: _____

Name: _____

Date: _____

Answer sheet

1. _____

2. _____

Information Sheet-3

Quality **problems** and issues are promptly identified and adjustments made accordingly.

Identify and manage customer service problem

- Monitoring and adjusting customer service also involves:
 - ❖ Identifying customer service problems
 - ❖ Making adjustments to standards, systems and procedures
 - ❖ To ensure continued service quality
- Types of customer service problems
 - ❖ Rude staff
 - ❖ Lazy staff
 - ❖ Inconsistent service
 - ❖ Offering not as expected
 - ❖ Difficulties in contacting service staff
 - ❖ Lack of information about the services ' offered by the establishment
 - ❖ Poor products
 - ❖ Unclear or incomplete price information



- ❖ Unclear or incomplete deals
- ❖ Handling of complaints
- ❖ Unclear content and form of the bill.

- Improving customer service

The following actions can greatly improve the delivery of quality customer service levels:

- Give benefits to key customers
- Systematized customer complaints
- Learn from complaints
- Train staff in customer care
- Give staff the authority, discretion and resources to make quick decisions
- Stimulate employees to be creative in developing customer care activities
- Invest in meetings and regular contacts with customers via newsletters or customer magazines
- Making it easy for customer to complaint.



Self-Check -3	Written Test
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Directions: Answer the questions listed below. Use the Answer sheet provided in the next page: time given 5 minutes (3 point)

1. Monitoring and adjusting customer service involves:

- A . Identifying customer service problems B. Making adjustments to standards, systems and procedure
C .To ensure continued service quality D. All

Note: Satisfactory rating - 3 points

Unsatisfactory - below 3 points

Score = _____

Rating: _____

Name: _____

Date: _____

Answer sheet

1. _____



Information Sheet-4

Procedures and systems are changed in consultation with colleagues to improve efficiency and effectiveness.

Consult with colleagues

Effective managers will recognize the need to consult with colleagues about the best ways to:

- ❖ Improve efficiency within their unit or department
- ❖ Raise customer service levels.
- ❖ Useful consultation means that staff must be actively encouraged to:
- ❖ Provide input to the development of quality customer service
- ❖ Identify and solve of issues that impact on its delivery.
- ❖ Consultation advice

Consultation with staff should include:

- ❖ Encouraging staff to feedback all relevant comments from customers
- ❖ Not shooting the messenger
- ❖ Establishing agenda items
- ❖ Providing written protocols
- ❖ Providing for written feedback



Providing feed back Provide feedback to colleagues and management to inform future planning

Businesses always look for managers to make incisive and intelligent contributions about:

- ❖ How the property should be operated
- ❖ How things can be improved.

Suggestion ideas

Managers have many suggestions for improvement. Ideas may have been collected through

- + Discussed with staff
- + Watching customers
- + Over-hearing their comments
- + Receiving direct feedback
- + As a result of having seen a good idea at another venue

Types of suggestion

- + Changes to food items
- + Changes to beverage lists
- + Offering new packages or changing the inclusions that are offered within packages
- + Offering greater selection of food and beverage products
- + Offering secretarial services to business clients
- + Installing air conditioning or heating systems
- + Up-dating booking and operating systems and protocols with a movement to a more effective computerized system
- + Purchasing updated cleaning equipment
- + Increasing recycling activities
- + Making several floors totally non-smoking or 'women only' floors
- + Treats for regular customers.

Seeking customer feedback

All establishments should aim at collecting feedback from customer by:



- ✚ Asking for customer feedback on present products, services and promotions
- ✚ Asking the customer for suggestions as to how the establishment could better meet their needs and expectations into the future.

Self-Check -4	Written Test
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Directions: Answer the questions listed below . use the answer sheet on the next page time given 5 minutes (3 point each)

1. Important to colleagues and management to inform future planning
A., Providing feed back B. advice C. Consultation D.. Encouraging
2. Asking the customer for suggestions as to how the establishment could better meet their needs and expectations into the future.
A. True B. False

Note: Satisfactory rating - 3 points

Unsatisfactory - below 3 points

Score = _____

Rating: _____

Name: _____

Date: _____

Answer sheet

1. _____



2. _____



Information Sheet-5

Colleagues are consulted about ways to improve efficiency and service levels

Evaluate emerging industry trends

Keeping up-to-date with what is happening in the industry is an essential pre-requisite for managers.

The dynamic nature of the industry demands managers stay in touch with:

- New trends
- New technologies
- New practices
- New legislation
- Successful promotions.
- **Sources of emerging trends information**

Written material

- Reference books
- Trade magazines
- ' Newspapers
- Relevant newsletters
- Brochures
- Advertisements
- Internet

Develop a list of Favorites and Bookmark them for ready reference including: Suppliers Industry associations

- Government bodies
- Specific venues.
- Other sources
 - Conferences and seminars
 - Product launches
 - Industry associations



- Colleagues, supervisors and managers
- Market research data
- Developing your own industry network
- Talking to the reps.

- **Steps after collecting information**

- **Information** is of no value unless it is used. When you have the information you should:
 - Take the time to read, digest and understand it
 - Determine the impact of incorporating this knowledge in to the operation of the property
 - Consider the costs of implementing the knowledge
 - Talk to others
 - Generate a proposal
 - Make a presentation about your idea



Self-Check -5

Written Test

- **Directions:** : Answer the questions listed below. Use the Answer sheet provided in the next page: time given 5 minutes (3 point)

Say true for true sentence and false for false sen

1. When you have the information you should:

A. Take the time to read, digest and understand it B. Talk to others

C. Generate a proposal D. All

2. The dynamic nature of the industry demands managers stay in touch with:

A New trends B. New technologies C. New practices D. All

Note: Satisfactory rating - 5 points

Unsatisfactory - below 5 points

Answer Sheet

Name: _____

Answer sheet

1. _____

2. _____

Score = _____

Rating: _____

Date: _____



Operation Sheet 1

- Monitor and improve workplace operations

Perform monitoring work operation by the steps

Step 1 ; Areas showing early warning signs things are not going according to plan

Step 2 ;Areas of critical activity to the organization including: high revenue raising streams areas subject to intense legal scrutiny

Step 3 ;Areas due for scheduled review

Step 4 ;Decide on methods or measures to use

Step 5 ;This is where you decide how to measure your progress including:

Step 6 ; Observation

Step 7 ;Statistical and written reports

Step 8 ;Surveys

Step 9 ;Checklists

Step 10;Flowcharts

Step 11 ‘ Benchmarking.

LAP Test

Practical Demonstration

Name: _____ Date: _____

Time started: _____ Time finished: _____

Instructions: Given necessary templates, tools and materials you are required to perform the following tasks within --- hour.



Task 1. Perform monitoring work operation by the steps

Task 2. Adjust work place procedures and systems

Task 3 .perform management functions

Prepared By							
No	Name	Educational Back grand	LEVEL	Region	College	Email	Phone Number
1	Masresha Leta	Midwifery	A	Harari	Harar HSC	masreshaleta3@gmail.com	0911947787
2	Gosaye T/haymanot Zewde	Midwifery	A	Harari	Harar HSC	Zewegosa@yahoo.com	0913227450
3	Amare Kiros	Midwifery	A	BGRS	Pawi HSC	amarekiros9@gmail.com	0920843010
4	Jalele Mosisa	Midwifery	B	oromia	Nekemte HSC	jalemosis2018@gmail.com	0939316415
5	Serkalem Fetene	Midwifery	A	oromia	Mettu HSC	serkefetene@gmail.com	0912022476
6	Balela Kadir	Midwifery	B	oromia	Nagelle HSC	balela.kedirbedu@gmail.com	0916633542
7	Sadeya Mohamed	Midwifery	A	Somali	Jigjiga HSC	yanaan261@gamil.com	0915076012