



MIDWIFERY Level -III

Learning Guide -42

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

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

LG Code: HLT MDW3 M011 LO2-LG42

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LO 2-Plan and organize workflow

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Instruction Sheet	Learning Guide #----2-
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This learning guide is developed to provide you the necessary information regarding the following **content coverage** and topics –

- Assessing current workload of colleagues accurately
- Scheduling work in manner of enhancing efficiency and customer service quality
- Delegating work to appropriate people with principle of delegation
- Assessing workflow against agreed objectives and timelines
- Assisting colleagues in prioritization of workload
- Providing input of appropriate management regarding staffing needs

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 –**

- Current workload of colleagues is accurately assessed.
- Work is scheduled in a manner that enhances efficiency and customer service quality.
- Work is delegated to appropriate people in accordance with principles of delegation.
- Workflow is assessed against agreed objectives and timelines and colleagues are assisted in prioritization of workload.
- Input regarding staffing needs is provided to appropriate management.

Learning Instructions:



- Read the specific objectives of this Learning Guide.
- Follow the instructions described in number below
- Read the information written in the “Information Sheets 6,7,8,and 9”. Try to understand what are being discussed. Ask you teacher for assistance if you have hard time understanding them.
- Accomplish the “Self-check6,7,8,and,9 **in page 4,7,11and 16**

Information Sheet-6

Current workload of colleagues is accurately assessed



Plan and organize workflow

- **Performance Criteria for this Element are:**

- ❖ Schedule work in a manner that enhances efficiency and customer service quality
- ❖ Delegate work to appropriate people in accordance with principles of delegation
- ❖ Assess progress against agreed objectives and timelines
- ❖ Assist colleagues in prioritization of workload through supportive feedback and coaching.

- **Managing work operation**

- ❖ *As a manager you are required to ensure that staff are able to meet targets and goals that have been established*
- ❖ *This involves an understanding of and an ability to organize and manage work operations.*

- **Some of the essential elements of being a manager involve:**

- ❖ *Motivating staff*
- ❖ *Determining workloads*
- ❖ *Scheduling work*
- ❖ *Prioritizing work*
- ❖ *Organizing workflow*
- ❖ *Delegating work.*

- **Motivating staff**

As a manager you can increase their job satisfaction by:

- ❖ *Being fair*
- ❖ *Good remuneration*
- ❖ *Taking an interest in their development*
- ❖ *Being clear to them about how you judge and measure their performance*
- ❖ *Caring about their safety, health and well-being*
- ❖ *Treating them personally*
- ❖ *Giving them achievable objectives , Giving them positive feedback.*



- **What motivates people to do their best?**
 - ❖ *Much of the motivation on research talks about incentives and rewards, which can be very successful in marketing and sales positions*
 - ❖ *However for many people, job motivation is driven by more personal reasons*
 - ❖ *Money is frequently not a prime motivator.*
- **The motivating factors can be:**
 - ❖ *A sense of achievement*
 - ❖ *Recognition for a job well done*
 - ❖ *Enjoying the work itself*
 - ❖ *Having responsibility*
 - ❖ *Having opportunities for advancement*
- **Work loads**
 - ❖ *Work load is the amount of work an employee is required to do in a set period of time*
 - ❖ *As a manager your task is to ensure employees are not under-utilized or overloaded with too much work*
 - ❖ *This is hard to predict in advance.*
- **Determining workloads**
 - ❖ *There are a number of ways of determining an appropriate workload:*
 - ❖ *This is worked out over time through practice and observation*
 - ❖ *Ask staff for their feedback*
 - ❖ *Be aware of other factors impacting on staff time and contributing to their total workload .*
 - ❖ *Prioritizing tasks into primary and secondary tasks*
- **Workload considerations**
 - ❖ *Effective managers will always be aware the nature of staff roles vary over time.*
 - ❖ *Managers must realize these changes and their impact on staff workloads including:*
 - ❖ *Do staff need more time to do their job?*
 - ❖ *Should more staff be employed ?*
 - ❖ *Should certain services be revised or eliminated? ,Will technology help?*



Self-Check -6	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)
Say true for true sentence and false for false sentence
 1. *Work load is the amount of work an employee is required to do in a set period of time*
 2. *As a manager your task is to ensure employees are not under-utilized or overloaded with too much work*

Note: Satisfactory rating - 3 points

Unsatisfactory - below 3 points

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____



Answer sheet

1. _____

2. _____

Information Sheet-7	Work is scheduled in a manner that enhances efficiency and customer service quality
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Schedule work loads

- ✓ *Scheduling work means planning and allocating what tasks have to be done in a specific period of time, and by whom by:*
 - ❖ *Working out the unit's priorities*
 - ❖ *Scheduling work means planning and allocating what tasks have to be done in a specific period of time, and by whom by: Working out the unit's priorities Working out the most appropriate workflow*
 - ❖ *Assess staffing levels and the appropriate workload for individual staff members Delegate tasks .out the most appropriate workflow*
 - ❖ *Assess staffing levels and the appropriate workload for individual staff members*
 - ❖ *Delegate tasks.*
- **'Prioritizing work**
 - ✚ *Prioritizing involves deciding on, and placing tasks in, their most effective order of importance*
 - ✚ *This order must match with the identified goals and targets of the organization, and the objectives of individual work units, teams or departments*



- ✚ *Managers should look to organizational goals for a lead as to which tasks should take the highest priority.*

- **Steps in prioritizing work**

The four basic steps in prioritizing work are:

- ❖ *Involve staff in the process wherever possible*
- ❖ *Make three lists: Essential tasks*
- ❖ *Non-essential tasks that add quality*
- ❖ *Non-essential tasks that would be nice to*
- ❖ *Compare the lists you have generated with the overall goals and objectives of the unit*
- ❖ *Adjust the lists accordingly, allocate the work and take action to achieve the lists in priority order*

- **Assisting staff to prioritize their own work**

- ❖ *A manager is judged by how well or how poorly your staff perform*
- ❖ *Therefore time spent helping staff is beneficial.*
- ❖ *How can you help staff prioritize their work?*
- ❖ *Ensure a quiet and private time to sit down with the person*
- ❖ *Talk with them about their position duties, the goals of the organization and the department or unit*
- ❖ *Ask them to identify the most important tasks they do*
- ❖ *Assist them to consider how they will do these tasks, and the priority order they will allocate to each of them*
- ❖ *Assist them to come up with a work plan to use as the basis for the actual implementation of their plan*
- ❖ *Set a time to review their plans and their progress on a regular basis.*

- **Organizing workflow**

- ✚ *Workflow is basically the order in which work is best done*
- ✚ *Organizing this involves determining the logical sequence of tasks*
- ✚ *The aim is to make sure the job is done efficiently and effectively.*

- **Things to take into account when organizing workflow include:**

- ✚ *How long each individual task should take*



- + Recognition of staff needs and award requirements such as breaks
- + The number of people to best achieve a result or task
- + Occupational health and safety requirements
- + The most logical order of tasks to avoid duplication and gaps in service
- + The suggestions of staff who are actually doing the job

Self-Check -7	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)
Say true for true sentence and false for false sentence
 1. *Workflow is basically the order in which work is best done*
 2. *Prioritizing involves deciding on, and placing tasks in, their most effective order of importance*
 3. *Scheduling work means planning and allocating what tasks have to be done in a specific period of time,*

Note: Satisfactory rating - 3 points

Unsatisfactory - below 3 points

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

Answer sheet

1_____



2. _____

3. _____

Information Sheet- 8	Work is delegated to appropriate people in accordance with principles of delegation
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- **.Delighting work to staff**

In this workplace context, delegation has two meanings:

- *It can mean the allocating of tasks to staff that are part of their normal duties*
- *It can also mean allocating some of your own duties to staff who are willing to take these on.*

Delegating tasks to staff that are part of their duties

- *Be clear about the task to be done Explain why the task has to be done and in a certain way*
- *Choose an appropriate time to inform and explain delegation*
- *Provide whatever instructions are necessary in the correct sequence, explaining all of the steps*
- *Provide training and demonstration*
- *Continually encourage and check if the employee has any questions*
- *Check their understanding*
- *Give them positive feedback*

When delegating you may run up against problems such as:

- *Age differences*
- *Experience differences*
- *Gender issues.*

- **Delegating some of your own duties to staff**



There are real benefits in delegating some of your own work to other staff:

- + It frees you up to do other things*
- + It gives staff experience at managerial skills*
- + It promotes a team approach by sharing tasks amongst everyone*
- + It supports the career advancement of staff.*

However, in some instances, staff could feel exploited by taking on what they see as your work.

As a result, there are a number of rules to follow when delegating your work to others:

- + Only delegate to those staff who are interested in taking on the work*
- + Delegate interesting and varied work, not the jobs you don't like doing yourself*
- + Make sure the work is suitable and achievable*
- + Provide the necessary encouragement, training and support*
- + Inform other staff of the delegation before the delegated work has started*
- + Review progress at agreed times*
- + Be available for questions and queries at all times.*

- **Principle of delegation**

- + By way of providing a summary of the above, the principles of delegation relate to:
Knowledge of team strengths and weaknesses*
- + Knowledge of context-specific factors*
- + Self- knowledge*
- + Evaluation.*

- **Assess delegation progress**

Managers should assess the performance of staff against their agreed objectives and timelines.

This should be done:

- + On an ongoing basis during work hours*
- + At scheduled times in terms of formal performance appraisals.*

- **Assessing workflow and progress during work**

The three keys are:



- + *Walking around the venue to observe what is happening*
- + *Mentally matching what has been achieved against what is needed*
- + *Taking action to assist where indicators show the necessary work will not be completed.*

Staff appraisals

The general focus is on the staff member's performance:

- ❖ *Overall feeling of personal performance*
- ❖ *Reasons why targets were or were not attained*
- ❖ *Relationships with other staff which appear to be beneficial or a hindrance*
- ❖ *Problems with equipment and process*
- ❖ *Timelines for work giving rise to problems*
- ❖ *Problems with patrons*
- ❖ *Resourcing issues.*

The meeting should conclude by:

- ❖ *Re-capping issues raised by both parties*
- ❖ *Setting targets and measurable objectives for the next period*
- ❖ *Identifying support or training required to achieve the set goals*
- ❖ *Setting a time and date for the next review*



Self-Check -8	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. *Allocating some of your own duties to staff who are willing to take these on means*
A. *delegation* B. *Work* C. *Goal* D. *All*
 2. *the principles of delegation relate to:*
A. *Knowledge of team strengths* B. *weaknesses* C. *Evaluation* D. *All*

Note: Satisfactory rating - 3 points

Unsatisfactory - below 3 points

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

Answer sheet

1. _____

2. _____



Information Sheet- 9

Colleagues are assisted in prioritization of workload

- **Assessing colleagues in prioritizing workloads**

Times will arise when there is a need for you to assist staff members in the prioritization of their workload.

Critical elements in providing this sort of help are the use of:

- ❖ *Feedback*
- ❖ *Coaching.*

- **Feedback** *may be seen as the on-going support provided to staff as they seek answers to the perpetual question “How am I going?”*

This support can be : Verbal or Non-verbal.

Non-verbal support *Non—verbal responses can include:*

- ✚ *A smile or grin*
- ✚ *A nod*
- ✚ *silent hand clap*
- ✚ *A physical pat on the back*
- ✚ *The thumbs up sign*
- ✚ *Making a circle with the thumb and the forefinger.*

- **Giving negative feedback**

- ✚ *Should be communicated in a sensitive and empathetic fashion*
- ✚ *Usually in private*
- ✚ *Must concentrate wholly on actions not the person*
- ✚ *Stick to the demonstrated facts*
- ✚ *Best delivered using a technique called the ‘Positive—Negative-Positive’ sandwich*

- **Coaching**



- It focuses on the continued development of an individual
- It can be seen as a process of providing information, including feedback, to an employee
- The purpose of coaching is to reinforce and extend knowledge and skills developed through other training

- **Principles of coaching**

- ✓ **Involvement**

Employees should be encouraged to participate actively in coaching sessions through

- :Priorities their own workloads
 - Giving reasons, explanations and justifications for decisions
 - Actively learn
 - Appraising problems, issues, situations, demands or scarce resources for themselves
 - Outlining possible courses of action.

- **Understanding**

- Mutual understanding of the topics being discussed and the tasks being prioritized
 - Coaches must describe and explain the 'big picture'
 - Coaches provide information and context clearly
 - Information should not be 'kept secret'.

An excellent way of ensuring mutual understanding exists is to get the employee to:

- ✚ Define the problem in their own words
 - ✚ Describe the proposed solution in their own words

- **Listening**

- ✚ The coach must do more listening than talking
 - ✚ Effective listening will be achieved when both spoken and hidden doubts of staff are identified and addressed.

Coaching, then, is aimed at bringing about desired changes in the actions and attitudes of employees:..



Coaches or managers may achieve this change by using one of the following approaches:

- ✚ Changing the situation
- ✚ Changing the employees' perception of the situation
- ✚ Changing the individual's skills.

- **Understanding staff needs**

An important part of your role as manager is to make sure the staff who report to you are:

- Engaged in interesting and meaningful work
- Fully occupied but not overloaded
- Have clear tasks to perform.

- **Involving staff**

In doing the work of a manager you will find you have more cooperation and interest from staff if you:

- Involve them
- Consider their suggestions for change or improvement

- **Reasons for performance problems**

- There is actually too much work to do
- There are problems in other areas or outside the organisation which are impacting on your unit's work
- There are unreasonable demands on your unit
- Your staff have not been provided with the necessary training to do their job effectively and efficiently
- Wrong staff have been hired or engaged in the first place
- You have equipment breakdowns.

- **Notify senior management about staffing needs**

- ✚ Choose an appropriate time
- ✚ Decide method of communication



- ✚ Be clear about what the problems and the needs are
- ✚ Spell out in detail how you have tried to address the issue
- ✚ If possible, come up with recommendations to address the situation.

Self-Check -9	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. Principles of coaching include:

A. Involvement B Understanding C. Listening D. All

2. It focuses on the continued development of an individual.

. A. Coaching B. *Feedback* C. *Assessing* D. *workloads*

3 Best delivered using a technique called the 'Positive—Negative-Positive' sandwich

A. Giving negative feedback B. Giving positive feedback C. *verbal support* D. *All*

Note: Satisfactory rating - 3 points

Unsatisfactory - below 3 points

Answer Sheet

Score = _____

Rating: _____

Name: _____

Date: _____

Answer sheet

1 _____

2 . _____

3. _____

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