



Ethiopian TVET-System

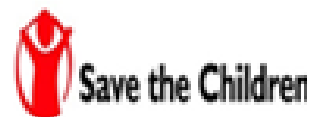


Irrigation and Drainage Design and Construction Supervision Level IV

Based on, March 2017 G.C. Occupational Standard

Module Title: Developing Work Priorities

TTLM Code: EIS IDS4 TTLM 0920V2



This module includes the following Learning Guides

LG 22: Plan and Complete Own Work Schedule

LG Code: EIS IDS4 M05 LO1- LG-22

LG 23: Monitor own Work Performance

LG Code: EIS IDS4 M05 LO2- LG-23

LG 24: Coordinate Professional Development

LG Code: EIS IDS4 M05 LO3- LG-24

This TTLM is totaling incomplete and except the title the inside content and TTLM organization might be for other unknown X - UC .It is better to develop again from zero level

- **Occupation :**IDS4
- **Module Title:** Coordinate and Monitor the Operation of Irrigation Delivery Systems
- **Level:**4
- **Done by:** Tujuba Assela PTC
- **Round:** First
- **The Trainer needs TM training**

Instruction sheet	Learning Guide 22: Plan and complete own work schedule
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This learning guide is developed to provide you the necessary information regarding the following **content coverage** and topics:

- Group work plan
- Analysis of work objective and proprieties
- Factors affecting the achievement of work objectives
- Uses of Business Technology

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:**

- Group work plan
- Analysis of work objective and proprieties
- Factors affecting the achievement of work objectives
- Uses of Business Technology
-

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- 4”. Try to understand what are being discussed.
4. Accomplish the “Self-checks 1,2, 3 and 4 ” in each information sheets on pages 11,18,28 and 38.
5. Ask from your teacher the key to correction (key answers) or you can request your teacher to correct your work. (You are to get the key answer only after you finished answering the Self-checks).
6. If you earned a satisfactory evaluation proceed to “Operation sheets 1, and 2 on pages 36 and 37 and do the LAP Test on page 38”.
7. However, if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Activity.

Information Sheet-1	Preparing work Group plans
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1.1 Introduction To developing Group work plans

1.1.1. General

Group work plan is a student-centered way of teaching that emphasizes collaboration, cooperation, this means that they encourage and help each other by Teachers should also plan tasks that promote learning and are meaningful and authentic. Work seeing the difference between cooperation and collaboration.

Achieverrewarding group work in connection with problem solving in workshops and. A classical five stage model for group development and the concept of communities of those changes; memories a poem; follows stages in a plan; etc. We are International joint projects, for example each area dealing with a product

1.1.2. Group work

Group work as a learning activity which involves a small group of learners working together. The group may work on a single task, or on different parts of a larger task. Previously, many researchers have been published regarding learning strategies. Group study is one of them. According to Vidal a group is something which can include classrooms, families, gamers, chatters etc that we have around us (Vidal, 2006, p.1). He also mentioned that we learn consciously from those groups. However, he suggested working with some people in a room does not mean group work; it needs coordination, cooperation and understanding each other in group. Weimer suggested that no matter how much we hate or love group work; it is one of the effective strategies of learning a lesson that creates a powerful learning experience among students (Wiemer, 1986, p.2).

1.1.3. Three types of group can be generatefor

Performing a task. They are as follows

- The informal group: A group composed of students who work together to perform a discussion or test in a class.
- The Formal group: A group of student work for a longer period to perform a specific task.
- Study team: This type of group developed to giving support to member for the duration of course.

Four Key Principles of Team-Based Learning

- 1 Groups must be properly formed and managed.
2. Students must be made accountable for their individual and group work.
3. Group assignments must promote both learning and team development.

4. Students must have frequent and timely performance feedback. (From Team-Based Learning, 2002, by Michelson et al.)

1.1.4. Kinds of group work

- Problem solving
- Skills practice
- Small group discussion
- Lecture breaks
- Other

1.1.5. The Importance of Group work

During your degree studies you will be expected to work collaboratively with other students in small groups. You will, for example, work with other students on joint projects that will be assessed. This will require all members of the group to contribute to the planning, research, presentation of findings and to writing the final report. You will also work informally in groups during seminars, tutorials and practical work.

Group size can be small, for example, 4-6 students, but it can also be much larger, with up to 15 or more students involved. The groups may be self-selecting, or the tutor may organise the composition of the group to mix people from different backgrounds together. Most students have had experience of being a member of a group before they come to university. This is likely to be as a member of a social grouping of some sort: family, neighbourhood or community group, or member of a small or extended group for a particular interest, vocational or educational related purpose.

Every group of people will begin to form its own ground rules and ways of working together. The roles of people in these groups can be formalised and explicit - complete with titles - or implicit and informal.

For example, in the latter case, the dominant role of an older family member may be implicitly acknowledged and accepted by others. Working in a group in university will bring with it for most students a mixture of the familiar with the unfamiliar. Familiar, in the sense that it is another social situation in the life of that person that has to be negotiated, and navigated. But unfamiliar too, in that the 'rules of the game' are unknown, and that the student's prior education experience may not have included any previous opportunity to work closely in a group for assessment purposes - and particularly with a culturally diverse group of unknown strangers.

1.1.6. Opportunity

Page 5 of 98	Federal TVET Agency Author/Copyright	Irrigation and drainage construction Level -IV	Version -2
			September 2019

- What are the advantages of group work? Group work presents an opportunity to:
- Share your ideas and find solutions to problems
- "Group work has helped improve my spoken English, and time management, as we all need to work together and communicate with each other."
Postgraduate student from Vietnam
- Work closely with students from a range of different cultural and social backgrounds
- Develop your key skills, e.g. team working and time management which are essential for most jobs
- Discover your specific strengths in group or team working
- Learn how to deal with challenge and conflict
- Gain new, additional, and even creative perspectives on study topics
- Get to know a small group of students socially
- Make new friends
- Develop your communication skills etc

1.2 Budgetary plans

Budgetary planning is the process of constructing a budget and then utilizing it to control the operations of a business. The purpose of budgetary planning is to mitigate the risk that an organization's financial results will be worse than expected.

Budget preparation is a process with designated organizations and individuals having defined responsibilities that must be carried out within a given.

A budget is a key management tool for planning, monitoring, and controlling the finances of an organization. It estimates the income and expenditures for a set period of time. Budgeting is centered on the efficient allocation of scarce organizational resources to help achieve strategic priorities and objectives.

1.3 Preparing Production plans

A production plan is the guideline to create and monitor output of a product and how that output affects other parts of a business plan such as marketing, sales and logistics. A production plan is used to maximize the efficiency of company resources and to establish benchmarks for future projects.

Production planning is the planning of production and manufacturing modules in a Company or industry. It utilizes the resource allocation of activities of Employees, materials and production capacity, in order to serve different customers.

1.4 Preparing Reporting plans

The planning report describes what is to be done, how and when it is to be carried out. The planning report includes a specification of the aim, a description of how the work is to be carried out and an implementation schedule; in other words, the **planning** report answers the questions what, how and when.

A report is a document that presents information in an organized format for a specific audience and purpose. Although summaries of reports may be delivered orally, complete reports are almost always in the form of written documents.

The planning report describes what is to be done, how and when it is to be carried out. The planning report includes a specification of the aim, a description of how the work is to be carried out and an implementation schedule; in other words, the planning report answers the questions what, how and when.

1.5 Preparing Sales plans

A sales plan is a strategy that sets out sales targets and tactics for your business, and identifies the steps you will take to meet your targets. A sales plan will help you: define a set of sales targets for your business. choose sales strategies that are suited to your target market.

Sales management is the process of developing a sales force

coordinating sales operations, and implementing sales techniques that allow a business to consistently hit, and even surpass, its sales targets. If your business brings in any revenue at all, a sales management strategy is an absolute must.

1.6 Preparing Team and individual learning goals

Personal learning goals are the behaviors, knowledge or understandings that students identify as important to their own learning. They may relate to general work habits, specific subjects, domains of learning, or a combination of these.

A team is a group of people who work together toward a common goal belong to different functional groups and are chosen to participate in the team based greater amounts of information, meetings are more challenging to schedule and

Team learning is the collaborative effort to achieve a common goal within the group. The aim of team learning is to attain the objective through dialogue and discussion, conflicts and defensive routines, and practice within the group

Team goals are the objectives or milestones that a team commits to working toward together. Team goals often measure points in a process or develop skills across an organization.

- Keep company goals in mind

- Use the SMART system
- Generate an action plan
- Allow team members to create their own goals
- Help your team with their individual responsibilities
- Follow up

Team goals can also help employees feel more invested in the company's objectives since they contribute to developing them. Setting goals as a team gives everyone the opportunity to display and develop their skills and contribute their unique experiences

1.7 Preparing Team participation and Work schedule

Teamwork is defined as: Co-operation between those who are working on a task.

Teamwork is generally understood as the willingness of a group of people to work together to achieve a common aim. For example we often use the phrase: "he or she is a good team

Self checking -1	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided

- 1.What are the advantages of group work (2points)
- 2.Group work presents an opportunity to?(2points)
- 3.Kinds of group work ??(2points)
- 4 .Principles of Team-Based Learning? (2points)
5. Three types of group can be generate to? (2points)

ANSWER SHEET

Name: _____

Date: _____

Score = _____

Rating: _____

Note: Satisfactory rating - 10 points and above

Unsatisfactory - below 10 points

- 1
- 2
- 3
- 4
- 5

Information Sheet-2	Analyzing work objectives and priorities and incorporating into personal schedules and responsibilities
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2.1. Introduction To developing Work objectives

“What are goals and objectives?” Goals are general guidelines that explain what you want to achieve in your community. They are usually long-term and represent global visions such as “protect public health and safety.” Goals: Goals describe future expected outcomes or states. They provide programmatic direction. They focus on ends rather than means. It is also provide high quality information services that satisfy user needs. As well as acquire or make available, in a timely manner, all externally produced information resources needed by the organization.

Objectives define strategies or implementation steps to attain the identified goals. Unlike goals, objectives are specific, measurable, and have a defined completion date. They are more specific and outline the “who, what, when, where, and how” of reaching the goals. Objectives are clear, realistic, specific, measurable, and time-limited, statements of action which when completed will move towards goal achievement. Objectives tell how to meet a goal.

- Generally, two types: – Outcome objectives: address ends to be obtained

Process objectives: specify the means to achieve the outcome objectives (some sources call these “action” objectives; some call them activities to accomplish)

“Why do we need to identify goals and objectives?” Plans and actions based on clear goals and objectives are more likely to succeed in meeting the community’s needs.

2.2. Goals and Objectives

- Plan for success. Improvement starts with a plan
- Discuss and collaborate. on objectives
- Understand everyone's priorities. Want to support a colleague?
- Stay up to date on objectives
- Configure objectives to meet your team's needs
- Align and analyze objectives across the company
- Stay on top of objectives with Slack

2.3. Characteristics of Appropriate Goals and Objectives

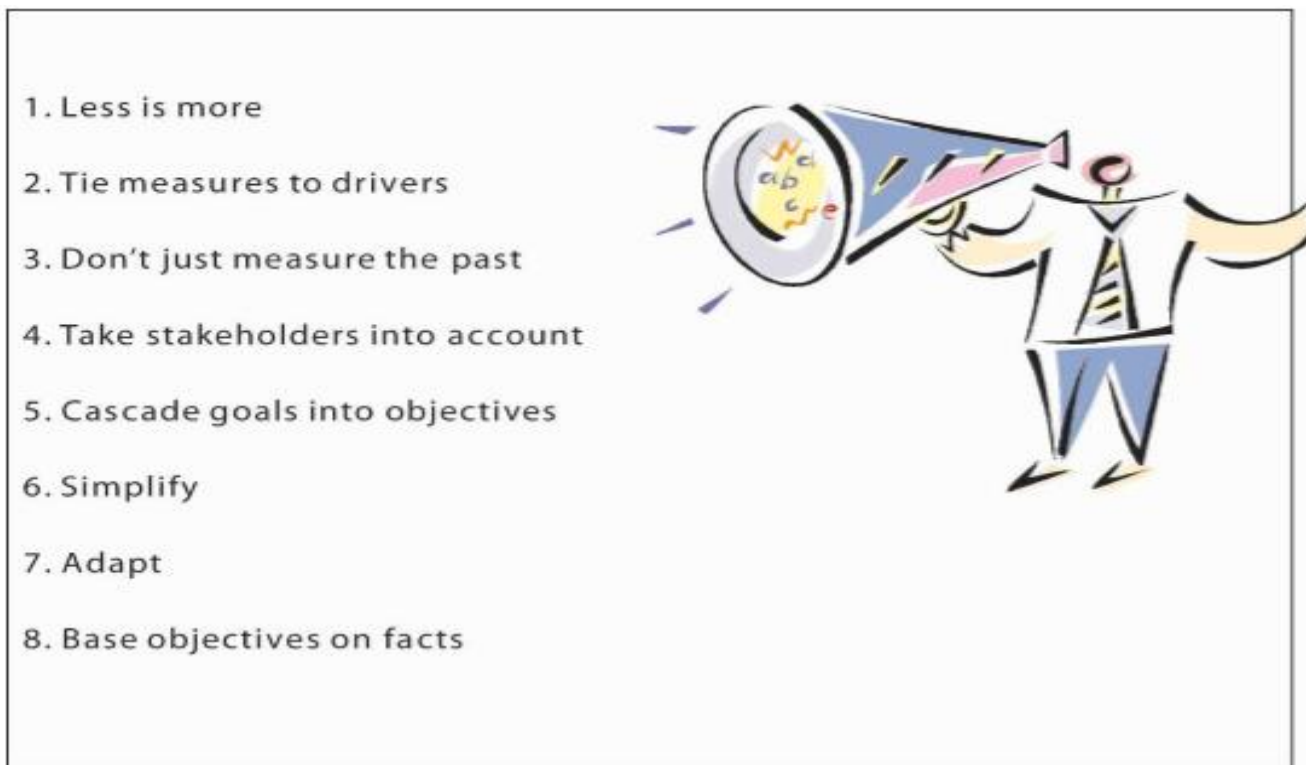


Figure 1. Characteristics of Appropriate Goals and Objectives

2.4. Purposes of goals and objectives

Goals

- {Reduce} flood losses.
- Improve response and recovery.
- Enhance community confidence.etc

Objectives

- Establish on-going floodway acquisition & land-use program.
- Rezone floodway to reflect current uses.
- Develop a written Flood Response & Recovery Plan.

Accomplishments (Mitigation Strategies Being Implemented)

- A floodway is being converted to a riverside park and recreation area.
- Homes in the flood fringe are being raised above the 100 year elevation.
- Remaining homes in the floodway are being removed.
- Community spirit has been renewed.

2.4.1. Typical goals might include, but are not limited to, the following:

- Minimize damage to public and private property
- Maintain essential public services
- Provide adequate warning time to residents in affected areas
- Promote economic development
- Manage growth/development
- Acquire open space and park land
- Preserve housing stock
- Maintain a positive community image

2.4.2. Five Basic Hazard Mitigation Approaches

- Strategy#1** – Modify the Hazard to remove or eliminate it. Modification will reduce its size or amount, or control the rate of release of the hazard. Examples include cloud seeding, slope planting (to reduce erosion), and stream widening or modification to improve water flow.
- Strategy #2** – Segregating the Hazard to try to "keep the hazard away from the people." This is often accomplished in flood prone areas through the construction of structural protection measures such as dams, levees, floodwalls, etc. that redirect the impacts of a flood away from people and developed properties. This can be a highly effective strategy but also very expensive. Care must be taken to maintain structural solutions over time. Risks could be compounded if development continues behind a structure that is allowed to deteriorate!
- Strategy#3** – Preventing or Limiting Development in locations where people and structures would be at risk. This approach seeks to "keep the people away from the hazard" and includes a variety of land use planning and development regulation tools, such as comprehensive planning, zoning, floodplain management ordinances, capital improvements planning, disclosure laws, and the acquisition and relocation of hazard-prone properties. When properly applied, this strategy can be highly effective in promoting safe, sustainable development.

- IV. **Strategy#4** – Altering Design or Construction to make it less vulnerable to disaster damage. Also known as "interacting with the hazard," it focuses on engineering structures to withstand potentially destructive impacts. Examples include elevation above flood levels, wind bracing, wet and dry flood proofing measures, and insulation of utility lines.
- V. **Strategy #5** – Early Warning and Public Education to ensure that the public is aware of potential hazards, and that proper warning and communication systems are in place to save lives and protect property

Effectives of work objectives

- Economic considerations
- Ethical considerations
- Innovation and learning
- Employee motivation
- Risk management or risk reduction
- Access to capital or increased shareholder value
- Reputation or brand
- Market position or share
- Strengthened supplier relationships
- Cost savings(2006) KPMG's

2.4.3. Budgetary targets

Budget target is an estimated amount of money for a specific fiscal period and budget key combination for operating and capital expenses. Use budget targets to set up a financial goal for a budget plan. For example, budgets are used to: Control income and expenditure (the traditional use) Establish priorities and set targets in numerical terms. As nouns the difference between budget and target is that budget is budget while target is a butt or mark to shoot at, as for practice, or to test the accuracy of a firearm, or the force of a projectile.

2.4.4. Sale Target

A sales target is a goal set for a salesperson or sales department measured in revenue or units sold for a specific time getting up sales targets help keep you and your sales team focused on achieving your goals

2.5 Team and individual learning goals

Team goals are the objectives or milestones that a team commits to working toward together. Team goals often measure points in a process or develop skills across an organization.

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Team learning is the collaborative effort to achieve a common goal within the group. The aim of team learning is to attain the objective through dialogue and discussion, conflicts and defensive routines, and practice within the group

- Keep company goals in mind
- Use the SMART system
- Generate an action plan
- Allow team members to create their own goals
- Help your team with their individual responsibilities
- Follow up

2.5 Team participation

Participation is the key to team results. In practical reality, it takes a team to complete a project, solve a problem and brainstorm strategic decisions. Whether you lead an individual team or an entire department, your ability to motivate that team to success is critical

Participation also means shared knowledge. Your not expected to know everything and by participating you are sharing your insights and knowledge and receiving feedback assisting the team in moving forward to achieve its goals

2.6 Production targets

Production Target and Production Volume

Production targets are a very simple but common production process kpi. The production target usually sets out the amount of production in terms of tones, units, or other production volume unit for the plant, process or individual production line for a certain time period.

2.7 Reporting deadlines

The definition of a deadline is when something is due, or the latest time by which something must be completed. If you have to have a report in by 5 PM or it is considered late, 5 PM is an example of a deadline.

Self checking -2	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided

1. Write at least five typical goals? (2points)
2. What is the Effectives of work objectives? (2points)
3. Write the best five basic hazard mitigation approaches? (2points)
4. Write the Purposes of goals and objectives? (2points)
5. Write the Characteristics of Appropriate Goals and Objectives(2points)

ANSWER SHEET

Name: _____

Date: _____

Score = _____

Rating: _____

Note: Satisfactory rating - 10 points and above

Unsatisfactory - below 10 points

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- 4
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Information Sheet-3	Identifying factors affecting the achievement of work objectives
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3.1. Introduction

To minimizing Factors affecting the achievement of work objectives Factors affecting the Achievement of work objectives are identified and contingencies established and incorporated into work plans. Factors affecting the achievement of work objectives Budget constraints Competing work Demands Environmental factors such as time, weather, Personnel Resource and materials availability, Technology/equipment breakdowns, unforeseen incidents etc

3.2. Budget constraints

A budget constraint refers to all the combination of goods and services that can be purchased by a consumer with his or her income at their given prices. The concepts of a preference map and a budget constraint is used by the consumer theory for analyzing consumer choices .A budget constraint occurs when a consumer is limited in consumption patterns by a certain income. When looking at the demand schedule we often consider effective demand. Effective demand is what people are actually able to spend given their limitations of income.

The definition of a constraint is something that imposes a limit or restriction or that prevents something from occurring. An example of a constraint is the fact that there are only so many hours in a day to accomplish things

3.3 Competing work demands

Competing demands" means you have 2 or more things you want to do, but cannot do both. Each of these 2 things is "demanding" your time. Competing. Competing ideas, requirements, or interests cannot all be right or satisfied at the same time. adj ADJ n (=conflicting) They talked about the competing theories of the origin of life., ...the competing demands of work and family. Competing needs arise within a company during the normal attempts of employees to meet their targets derived from company goals. ... Resources are often scarce in small businesses, while goals are large and the manager can meet only a few of the corresponding needs.

3.5. Personnel

Environmental factors such as pH, temperature, dissolved oxygen, salinity, and optimal environments they are under some degree of stress very much of the time. Growth responses of woody plants typically lag behind changes in weather. pal natural environmental

Page 16 of 98	Federal TVET Agency Author/Copyright	Irrigation and drainage construction Level -IV	Version -2 September 2019
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factors affecting the deterioration of materials include on conditions such as ambient temperature, relative humidity, and wind velocity For metallic corrosion the critical relative humidity value and the time for, during other weather conditions (solar radiation, temperature changes), supports.

The most important factors affecting climate are latitude, altitude, distance to the ocean or sea, orientation of mountain ranges toward prevailing winds, and the ocean currentthese include latitude, elevation, nearby water, ocean currents, topography, vegetation, and prevailing winds. The global climate system and any changes that occur within it also influence local climate. the three main factors that affect earth's weather? Thermal energy un even distribution of thermal energy and water vapor in the atmosphere.

3.6. Resource and materials availability

The seven factors that make performance possible are these:

1. a clear picture of the ends to be attained,
2. a suitable repertoire,
3. knowledge of the structure of the situation,
4. a functioning feedback loop,
5. sound mental models,
6. adequate motivation and
7. a supportive or manageable task environment.(This page last updated on August 2, 2019)(Fred Nickols 2012)

Self checking -3	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided

1. Write seven of the more important factors that affect the performance of an individual
2. Write factors that make performance possible? (2points)
3. What are Environmental factors? (2points)
- 4 Write at least five main categories of hazards? (2points)
5. What are unforeseen incidents? (2points)

ANSWER SHEET

Name: _____

Date: _____

Score = _____

Rating: _____

Note: Satisfactory rating - 10 points and above

Unsatisfactory - below 10 points

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Information Sheet-4	Business technology
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4.1. Introduction to develop business technology

4.1.1. Business Technology

Business technology is a strategy for organizing and coordinating technology management across the entire enterprise. It is a set of management practices, tools, organizational structures and technology governance designed to ensure that the use of technology is optimized across the enterprise with the overarching aim of satisfying customer needs and expectations. Most businesses understand that they need to challenge not only their competitors but also themselves in order to constantly improve their customers view and their ability to meet market demand.

Business Technology as a concept describes all technology that helps an organization run its business and operational processes. That technology can be customer-facing applications and solutions, business-critical production and logistics solutions, or back office financial systems, among others.

When information technology was introduced to businesses over 30 years ago, it was such a specialized topic that organizations created new departments with the remit and responsibility for managing it. This resulted in the birth of the IT department, which was seen by many as a pure support function and separate from the business.

Large amounts of effort have been spent since in trying to “contain” information technology, ensure that it is under the watchful eye of IT teams and that spend is controlled. Of course, cost control is still a major required discipline, however digital has unleashed technology and made it widely available, meaning it can no longer be efficiently controlled by a single department.

Today's technology function should work alongside all business areas to make their skills available, whilst embracing those disciplines of customer focus, revenue generation, and product development from other parts of the organization. This is not a one-way conversation – marketing teams, for example, need to embrace the technology management skills available to them to prevent runaway cost or implementation of solutions that cannot interact with others across the internal ecosystem.

Many organizations have found themselves in limbo – somewhere between the digital revolution and the status quo. They lack the capability to integrate incremental improvement with disruptive digital innovation. To frame the challenge, business technology introduces three core elements as illustrated in the picture below.

4.1.2. Business capabilities and transformation

Emerging technologies are accelerating digital transformation, requiring business and process development and a forward-looking governance. Business capabilities are the sum of all processes and assets (systems and data) within the company, and comprise the entire business organization, including any supporting functions within the organization. Business capabilities are the key for developing the business and for utilizing technology in the best possible way. Transformation comprises of the parts and processes of an organization that are engaged in improving business capabilities.

4.1.3. Digital frontline

Digitalization provides new business opportunities and requires consistent design thinking on how to face customers, partners and employees in a networked multi-channel world.

The digital frontline can be defined as any digital means that connects the company to the user and is visible to the user, whether the user is a customer or a partner, or whether the customer is internal or external.

Customer experience is at the heart of all digital frontline activities. Digital frontline is a crucial area as it is the key area where the emerging business focus and growth possibilities reside and where digital transformation happens through speed and agility. Digital apps and web, as well as digital enterprises, enable the creation of new business possibilities around customer experience, digital business and internet of things (IoT) services.

4.1.4. Technology backbone

Traditional information technology management function (or IT) needs to become the technology backbone that is responsible for development, and management of digital and administrative solutions in a professional way. The technology backbone consists of all information technology systems and processes that support the running of the businesses operations, through the management of end-user services, plus enterprise and business applications. It is where the essential business asset of a company resides, and the purpose is to provide operational efficiency to the company through reliability, security and scalability.

Technology domains

Technology exists within many areas of the enterprise today. Often this technology is outside of the influence of the traditional CIO and technology function. Every business is different, and the type, location and amount of technology will rightly vary within each area. We define four distinct categories of technology: customer interfacing technology, product technology, operational technology and business process technology. Each of the four technology areas

contain a wide variety of technologies, some overlapping and some discrete. These are underpinned by infrastructure, data and security.



Figure 2: Business Technology domain

Customer interfacing technology

The key characteristic of this technology type is interaction with the customer and the technology centers around the customer experience. Customer interfacing technology is all about the digitalization of customer facing processes and services. Thus, it is in this area where digital initiatives have an obvious and direct impact. Improving or implementing these technologies drives a need to review end to end customer journeys. When these

solutions are developed, the business should ensure that their strategy is not constrained to digital channels only. This constraint can be acceptable as a short-term strategy. However, as previously discussed, digitalization is a much broader topic and needs to be viewed as a broader strategy.

Product technology

This area consists of information technology embedded within the products the company sells: technology that can be operated, monitored and/or interfaced remotely and can interact with its environment 24/7. Thus, only the technology component of the product that fulfils these criteria can be seen as product technology, not necessarily the whole product itself. For example, a lawn mower itself does not fulfill these criteria, but in a robot lawnmower the embedded technology enabling its remote control and operation fits the product technology definition.

Whilst customer interfacing technology provides the gateway for interaction with your customers, it is often the technology within your product, whether it be a banking product, electronic goods or professional services to name a few, that provides the real value to customers. Technology innovations within this area are fast moving with new rich sources of data and new techniques such as rapid prototyping, agile development and new business models such as the “as-a-Service” model often used.

Operational technology

Operational technology contains all information systems used for managing, operating and monitoring automation systems and other “shop floor” systems. Information technology is expanding into this area even more than before. Many previously low-tech or even manual operations today start with an information technology enabled check, such as the servicing of a car. What used to be a purely manual operation is now assisted by operational technology such as a laser assisted wheel alignment machine as an example

Business process technology

Business Process Technology consists of information technology and solutions that are used for managing business processes and executing business transactions, i.e. systems that support day-to-day business operations. Classic examples of business process technology are the enterprise resource planning (ERP) and customer relationship management (CRM) systems used in organizations.

The future of business is technology

In today's business world, information technology penetrates organizations from an increasing number of angles. This trend will continue to accelerate, a traditional technology department can no longer act as the only gatekeeper to an organizations' technology.

In many organizations, the cooperation between the business and technology functions is not optimal and would enable greater business outcomes. To overcome this, business leaders must ensure that a culture of cooperation is embedded within the organization so that technology management skills are applied in equal measure across all business units.

This shifting landscape demands that your business is organized in a way that allows you to maximize business potential, reacting rapidly to opportunities, and driving continuous improvement and change.

Transforming from traditional, silted business and technology functions into business technology organization also presents a fantastic opportunity to leverage technology management practices directly in the business teams where it can have the largest impact. Business technology will ensure that businesses are able to derive real value from technology, and ultimately, to better serve their customers.

Business Tools. Refers to items that are used to specific business practices. This can include software, analytics, scheduling programs that are included in running a business. From software to calendars, our business tools dictionary offers a glossary of terms you should know.

The following are common types of technology:

- **Information Technology.** A broad class of technology based on machines that process data and perform calculations at high speed known as computers
- **Networks.** Links that allow devices to share data
- **Sensors**
- **Internet of Things**
- **Robotics**
- **Artificial Intelligence**
- **Super intelligence**

It can all be broken down into understandable chunks of functionality.

- **Desktop Computers and Laptops**
- **Software and Productivity Tools**
- **Networking of Computers and Printers**
- **Telephone and Voice Mail Systems**
- **Financial Accounting System**
- **Inventory Control System**
- **Customer Relationship Management Systems**

Here are some advantages of technology in our lives:

- Ease of Access to Information. The World Wide Web, abbreviated as www has made the world a social village
- Saves Time
- Ease Of Mobility
- Better Communication Means
- Cost Efficiency
- Innovation In Many Fields
- Improved Banking
- Better Learning Techniques

Advantages of New Technology in the Workplace

The technology developments are also helping to improve work environments and lifestyles of people in the workplace. Investments in technology lead to employee motivation, well-being, high productivity and growth for businesses that take the lead in its adoption

Technology allows for working remotely, which has shown to increase employee productivity

Working remotely also offers more flexibility for parents and young mothers

Connecting with the best resources regardless of their location in the world

External and internal communication is quicker through emails, project management, co-working tools, and work place productivity apps

- Helps save time, thanks to automation of redundant tasks
- Leaves time for more innovation and growth related conversations
- Cost savings due to computing technology that takes care of the repetitive tasks
- Less wastage of time because files are stored on the cloud and can be searched easily
- Because of technology, companies can act faster, make quicker decisions, and remain adaptability
- Less wastage and optimal usage of all other resources can be controlled
- Monitoring of employee performance is made easier

4.2 a computer is a programmable device that stores, retrieves, and processes data.

The term was later given to a mechanical device as they began replacing the human computers. Today's computers are electronic devices that accept data (input), process that data, produce output, and store (storage) the results.

A computer is a machine (mostly electronic) that is able to take information (input), and process it to make new information (output) Modern computers is very different from early computers. They can do billions of calculations per second.

The computer does its primary work in a part of the machine we cannot see, a control center that converts data input to information output. The CPU interacts closely with primary storage, or main memory, referring to it for both instructions and data.

Here are four main uses: word processing, internet/communications, digital video/audio composition, and desktop publishing. Easy processing of complex tasks. It saves time by quick manipulation of data as compared to when done manually. The errors in data processing are minimized when a computer is used.

Common uses of home computers

- Playing computer games.
- Writing.
- Solving math problems.
- Watching TV and movies.
- Listening to music.
- Communicating with other people.
- Sending e-mail.
- Using The Internet



Figure-3: Images of computer

4.3 Computer applications

An **application** or **application** program is a software program that runs on your computer. Web browsers, e-mail programs, word processors, games, and utilities are all applications. These programs include assemblers, compilers, file management tools, and the operating system itself

Examples of applications include

- word processors,
- database programs,
- web browsers,
- development tools,
- image editors and
- communication platforms.

Applications use the computer's operating system (OS) and other supporting programs, typically system software, to function.

Classification of Computers | Type of Computer. Computers differ based on their data processing abilities. They are classified according to purpose, data handling and functionality. According to purpose, computers are either general purpose or specific purpose.

Here the basic applications of computer

- Scientific research.
- Business application.
- Education.
- Entertainment.
- Banks.
- Communication.
- Engineering.
- Medicine.

4.4 Email and internet/intranet/extranet

Intranet is shared content accessed by members within a single organization.

Extranet is shared content accessed by groups through cross-enterprise boundaries.

Internet is global communication accessed through the Web.

An extranet is a private network that uses Internet technology and the public telecommunication system to securely share part of a business's information or operations with suppliers, vendors, partners, customers, or other businesses.

It binds computers running on different platforms into a Web so as to access information by using a Standard Client Programme, such as Web Browsers like Internet Explorer and Netscape. The Intranets and Extranets use Internet protocols and technology for sharing the data from one computer to another.

Internet:

- ✓ The network formed by the co-operative interconnection of a large number of computer networks.
- ✓ Network of Networks
 - No one owns the Internet
 - Every person who makes a connection owns a slice of the Internet.
 - There is no central administration of the Internet.

Internet is comprised of : A community of people : who use and develop the network. A collection of resources: that can be reached from those networks. A setup to facilitate

collaboration: Among the members of the research and educational communities worldwide.

The connected networks use the TCP/IP protocols:

- important Internet applications:
- World wide web(WWW)
- File Transfer Protocol (FTP)
- Electronic Mail
- Internet Relay Chat

4.5 Modems

A modem is a device or program that enables a computer to transmit data over, for example, telephone or cable lines. Computer information is stored digitally, whereas information transmitted over telephone lines is transmitted in the form of analog waves. A modem converts between these two forms.

Modem stands for Modulator/Demodulator. A modem converts digital signals generated by the computer into analog signals which can be transmitted over a telephone or cable line and transforms incoming analog signals into their digital equivalents

4.6 . Personal schedules

Scheduling is the process by which you plan how you'll use your time Schedule the activities that address your priorities and personal goals in the time that remains. Analyze your activities to identify tasks that can be delegated, outsourced or cut altogether

Make a List. First, write down everything you need to get done daily, both in your home life and at work

- Structure Your Day
- Get Specific (If You Want)
- Schedule in Time for Flexibility
- Test Drive Your New Routine

✓ noun. a plan of procedure, usually written, for a proposed objective, especially with reference the sequence of and time allotted for each item or operation necessary to its completion:

The schedule allows three weeks for this stage. It shows interrelationships among tasks very clearly. Tasks are never done in isolation, and most rely on information or results from a previous or concurrent task or group of tasks. Your schedule must show how these tasks interrelate

4.7 Photocopiers

A photocopy is specifically the product/result of scanning a piece of paper on a copy machine or printer. A copy can mean this if context strongly suggests, but can mean different things. Original copy would refer to the document you are scanning on the copy machine/printer. The difference between Copy and Photocopy. When used as nouns, copy means the result of copying, whereas photocopy means a copy made using a photocopier. When used as verbs, copy means to produce an object identical to a given object, whereas photocopy means to make a copy using a photocopier.

The main function of a photocopier is to produce paper copies of a document. Most photocopiers use laser technology, a dry process that uses electrostatic charges on a light-sensitive photoreceptor to transfer toner onto paper to form an image. The full photocopying process can be explored in further detail [here](#).

4.8 Printers

A printer is a device that accepts text and graphic output from a computer and transfers the information to paper, usually to standard size sheets of paper. The laser printer uses a laser beam reflected from a mirror to attract ink (called toner) to selected paper areas as a sheet rolls over a drum.

A printer is an external hardware output device that takes the electronic data stored on a computer or other device and generates a hard copy of it. Printers are one of the most popular computer peripherals and are commonly used to print text and photos.

In short, printers work by converting digital images and text into physical copies. They do this using a driver or specialized software that has been designed to convert the file into a language that the printer can understand. The image or text is then recreated on to the page using a series of miniscule dots.

Main Types of Printer

- Laser Printers.
- Solid Ink Printers.
- LED Printers.
- Business Inkjet Printers.
- Multifunction Printers
- Home Inkjet Printers.
- Dot Matrix Printers
- 3D Printers.

4.9 Scanners

Page 29 of 98	Federal TVET Agency Author/Copyright	Irrigation and drainage construction Level -IV	Version -2
			September 2019

A device for examining, reading, or monitoring something.

MEDICIN a machine that examines the body through the use of radiation, ultrasound, or magnetic resonance imaging, as a diagnostic aid. A body scanner" a device that scans documents and converts them into digital data

A scanner is an input device that scans documents such as photographs and pages of text.

This creates an electronic version of the document that can be viewed and edited on a computer. Most scanners are flatbed devices, which means they have a flat scanning surface

Scanners operate by shining light at the object or document being digitized and directing the reflected light (usually through a series of mirrors and lenses) onto a photosensitive element. In most scanners, the sensing medium is an electronic, light-sensing integrated circuit known as a charged coupled device (CCD).

Self checking -4	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided

1. Advantages of New Technology in the Workplace (2points)
2. Write some types of technology? (2points)
3. What is business technology? (2points)
4. Write some advantages of technology in our lives? (2points)
5. What is Digital frontline? (2points)

ANSWER SHEET

Name: _____

Date: _____

Score = _____

Rating: _____

Note: Satisfactory rating - 10 points and above

Unsatisfactory - below 10 points

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5

Operation Sheet -1	
---------------------------	--

Procedures of planning and completing own work schedule

1 For Know Your Team

- 2 .Build Shifts around Your Best Employees
3. Establish a Team-Wide Communication Method
4. Get the Schedule Out Quickly
5. Honor Work Preferences and Time-Off Requests As Much As Possible
6. Get Employees to Do Some of the Work Scheduling
7. Let Employees Find Their Own Substitutes

Operation sheet 2	
--------------------------	--

Procedures of Techniques of prioritizing work

1. The to-do list
2. Review your workload regularly.
3. Remember the 80:20 rules of workloads
4. ET realistic deadlines for your tasks
5. Allow time for interruptions.
6. Structure your workload
7. Don't let your inbox drive your workload
8. Un, fun, fun.
9. Keep multitasking to a minimum
10. Keep a log of your workload.

Operation sheet 3	
--------------------------	--

Techniques of solving problem to develop contingency plans

1. Develop the contingency planning policy statement
2. Conduct the business impact analysis (BIA)
3. Identify preventive controls
4. Create contingency strategies
5. Develop an information system contingency plan
6. Ensure plan testing, training, and exercises
7. Ensure plan maintenance.

LAP Test 1	Practical Demonstration
------------	-------------------------

Na

me: _____ Date: _____

Time started: _____ Time finished: _____

Instructions: Given necessary reagents, tools and materials you are required to perform the following tasks within 1 hour.

Task 1: select materials and tools

- ✓ Establish team member

Task 2: prepare quick scheduling

- ✓ Build quality control team

Task 3: set the time of working schedule

Task 4: complete plan and working schedule

- ✓ Get Employees to Do Some of the Work Scheduling

Instruction sheet	Learning Guide 23: Monitor own Work Performance
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This learning guide is developed to provide you the necessary information regarding the following **content coverage** and topics:

- Personal performance
- Feedback on performance
- Variations in the quality of service and performance

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:**

- Develop Work Priorities plan documents that required developments, work plans and work schedules
- Select and check appropriate work schedules for the task prior to use
- Collect data according to work designs, plan and ensure safety procedures
- Maintain integrity of works
- Check and record data information
- Record results of repeated work priorities to identify trends

Learning Instructions:

8. Read the specific objectives of this Learning Guide.
9. Follow the instructions described below
10. Read the information written in the “Information Sheets 1- 4”. Try to understand what are being discussed.
11. Accomplish the “Self-checks 1,2, 3 and 4 ” in each information sheets on pages 11,18,28 and 38.
12. Ask from your teacher the key to correction (key answers) or you can request your teacher to correct your work. (You are to get the key answer only after you finished answering the Self-checks).
13. If you earned a satisfactory evaluation proceed to “Operation sheets 1, and 2 on pages 36 and 37 and do the LAP Test on page 38”.
14. However, if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Activity.

Information Sheet-1	Identifying and analyzing personal performance through self assessment and feedback
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1.1. Introduction

Personal performance is identified and analyzed through self-assessment and feedback from others on the achievement of work objectives. As part of the performance appraisal process, it is common to ask employees to create a personal performance review. This is a self-assessment of performance, over a specified time period, compared to objectives, business goals, a job description or Other performance indicators.

1.2. What is personal performance?

As part of the performance appraisal process, it is common to ask employees to create a personal performance review. This is a self-assessment of performance, over a specified time period compared to objectives business goals a job description or other performance indicators. Performance is the level of attainment achieved by an individual, team, organization or process. o Grunting (2002): Performance is understood as the ability of a company to achieve goals, i.e. meet expectations, and is therefore influenced by results in It is understood as achievement of the organization in relation with. Its set goals. It includes outcomes achieved, or accomplished through. Contribution of individuals or teams to the organization's strategic goals.

1.3 Benefit of permanence program

Benefits of ensuring the continued effectiveness of a performance management program Improved organizational performance, employee retention and loyalty, improved productivity, overcoming the barriers to communication, clear accountabilities, and cost advantages. Saves time and reduces conflicts, ensures efficiency and consistency in performance What should a good performance management system aim for? An effective performance management system helps HR manager's establish Clear performance expectations through which employees can easily understand what is expected of their job. It allows managers to reinforce individual accountability to meet their goals and evaluate their own performance for employees.

1.4. Performance objectives

According to Andy Neely, author of the book "Business Performance Measurement: Unifying Theory and Integrating Practice," there are five main operational performance objectives

- Speed
- Quality

- Costs
- Flexibility, and
- Dependability

Disadvantages of poor performance management

- Employees could quit based on unfair results
- Fabricated or misleading information can affect the review
- Employee morale may drop
- Resources including time and money are wasted
- Employees become demotivated
- Job satisfaction drops and employees become burnt out
- Legal risks increase.

What are the disadvantages of management?

Everything you need to know about the advantages and disadvantages of management by objective

Disadvantages of (MBO) management by objectives

- Resistance to Adopt MBO Technique
- Poor Planning
- Lack of Training
- Limited Application
- Inflexibility (Rigidity)
- Expensive Process

Self checking -1	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided

1. What are the disadvantages of management?
2. Write The disadvantages of performance management?
3. What are the 5 performance objectives?
- 4 what are the advantage of performance management?

ANSWER SHEET

Name: _____

Date: _____

Score = _____

Rating: _____

Note: Satisfactory rating - 10 points and above

Unsatisfactory - below 10 points

1

2

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4

Information Sheet-2	Soughing and evaluating feedback on performance from colleagues and clients
----------------------------	--

2.1 Introduction how to improve Formal/informal performance appraisals

Informal appraisals: - occur when a manager provides significant feedback and direction to an employee outside of a formal review meeting. The specific strategy you take in implementing informal appraisals affects their impact on your organizational culture

A formal appraisal:- system involves setting guidelines, meetings and interviews, forms, times for review assessment systems and reporting.

A performance appraisal can occur in two ways informally or more formally (or systematically.) Informal appraisals can be carried out whenever the supervisor feels it is necessary. Formal performance assessments are a way for companies to evaluate their employees regularly. Whether performed every six months or annually, the assessment outlines exactly what the employee is doing right and wrong in her position. A performance appraisal can occur in two ways informally or more formally (or systematically.) Informal appraisals can be carried out whenever the supervisor feels it is necessary

2.2. Types of Performance Appraisals

- The 360-Degree Appraisal
- General Performance Appraisal
- Technological/Administrative Performance Appraisal
- Manager Performance Appraisal
- Employee Self-Assessment
- Project Evaluation Review
- Sales Performance Appraisal

2.3 Obtaining comments from clients

Customer feedback is:- information provided by clients about whether they are satisfied or dissatisfied with a product or service and about general experience they had with a company.

Their opinion is a resource for improving customer experience and adjusting your actions to their needs By asking your customers to provide feedback you make them believe that their opinion is truly valued. When the customers feel listened to, they begin to have positive

connotations with your brand and direct their good experience back at you, which in turn could lead to more sales in the future

Customer feedback is information provided by clients about whether they are satisfied or dissatisfied with a product or service and about general experience they had with a company. Their opinion is a resource for improving customer experience and adjusting your actions to their needs.

2.3 Obtaining comments from supervisors and colleagues

Obtaining relevant data and feedback from credible sources as well as enhancing the Managers seeking to improve the feedback process must first develop a comprehensive impact on the performance of low to moderate performers (Smither et al., 1995) Positive feedback affirming comments about past behavior.

Gallup has found that employees are more likely to learn and grow when they receive immediate feedback that is specific. Avoid giving vague praise and say exactly what your employee did that you find commendable. Your feedback should be crystal clear and to the point

It can be a simple comment on a piece of work or can be a more detailed and Getting and giving good quality feedback means that we have an accurate If the feedback is about conduct or behavior the following may help you to get 'the You can ask for feedback from your manager/supervisor or colleagues at any

Use the Experience as a Growth Opportunity

- Problems With Face-to-Face Feedback.
- Feedbacks Provides a Better Picture
- Tips for Providing Better Feedback
- Make Your Feedback Honest
- Don't Write a Book
- Do Make Your Key Points
- Provide Examples to Illustrate
- Don't Expect to See Employee Action

2.4 Personal, reflective behavior strategies

Reflective is an adjective that can describe a person who thinks things through, or a surface that reflects light or sound, like the reflective lettering on a stop sign. A reflective person is a little different he or she might have great insight due to taking the time to time carefully about things

Reflection strategies for classroom activities.

- Personal Journals
- Dialogue Journals
- Highlighted Journals
- Key Phrase Journals
- Double-entry Journals
- Critical Incident Journals
- Three-part Journals
- Free Association Brainstorming

Explore strategies you can use in individual reflective practice and reflective supervision. Taking the time to reflect to stop and think about what has happened, what is happening, and what should happen next is essential to creating and maintaining strong relationships with families and peers.

Students that are reflective readers can retell or summarize main points in regards to plot, theme, characters, and setting in their own words (orally and in writing) and make relevant personal connections to the texts. The third step is not easily taught nor learned

Critical thinking and reflective thinking are often used synonymously Dewey (1933) suggests that reflective thinking is an active, persistent, and careful consideration of a belief or supposed form of knowledge, of the grounds that support that knowledge, and the further conclusions to which that knowledge leads

2.5 Routine organizational methods for monitoring service delivery

The challenges of outcome and impact monitoring and evaluation. The role of It argues that no single method for evaluating impact (whether organization and its partners, and in their planning and management procedures services of the project, or participating in their management and delivery, then it is. by Reading show does the local service delivery fit into the national and sub national HIV outline methods that involve people who inject drugs to improve HIV

organizations that fund HIV programmers, including international donor analyses and interpret data collected from routine monitoring at the service delivery level and from.

The data collection tools are usually embedded into the project activities in order to ensure that the process is seamless.

There are several types of monitoring in M&E and they include process monitoring, technical monitoring, assumption monitoring, financial monitoring and impact monitoring

Monitoring tools are used to continuously keep track of the status of the system in use, in order to have the earliest warning of failures, defects or problems and to improve them. There are monitoring tools for servers, networks, databases, security, performance, website and internet usage, and applications

Reasons Why Feedback is Important

Effective feedback, both positive and negative, is very helpful. Feedback is valuable information that will be used to make important decisions.

Top performing companies *are* top performing companies because they consistently search for ways to make their best even better. For top performing companies 'continuous improvement' is not just a showy catchphrase. It's a true focus based on feedback from across the entire organization – customers, clients, employees, suppliers, vendors, and stakeholders. Top performing companies are not only good at accepting feedback, they deliberately ask for feedback. And they know that feedback is helpful only when it highlights weaknesses as well as strengths.

Effective feedback has benefits for the giver, the receiver, and the wider organization. Here are five reasons why feedback is so important.

1. Feedback is always there

If you ask someone in your organization when feedback occurs, they will typically mention an employee survey, performance appraisal, or training evaluation. In actuality, feedback is around us all the time. Every time we speak to a person, employee, customer, vendor, etc., we communicate feedback. In actuality, it's impossible not to give feedback.

2. Feedback is effective listening

Whether the feedback is done verbally or via a feedback survey, the person providing the feedback needs to know they have been understood (or received) and they need to know that their feedback provides some value. When conducting a survey, always explain why respondents' feedback is important and how their feedback will be used.

3. Feedback can motivate

By asking for feedback, it can actually motivate employees to perform better. Employees like to feel valued and appreciate being asked to provide feedback that can help formulate business decisions. And feedback from client, suppliers, vendors, and stakeholders can be used to motivate to build better working relations

4. Feedback can improve performance

Feedback is often mistaken for criticism. In fact, what is viewed as negative criticism is actually constructive criticism and is the best find of feedback that can help to formulate better decisions to improve and increase performance.

5. Feedback is a tool for continued learning

Invest time in asking and learning about how others experience working with your organization. Continued feedback is important across the entire organization in order to remain aligned to goals, create strategies, develop products and services improvements, improve relationships, and much more. Continued learning is the key to improving.

Feedback is a vital part of any leader's skillet. Project managers, team leaders, teachers, coaches develop this skill over the course of their careers. Not just giving feedback, but also receiving it is essential for efficiently sharing information within teams and groups. Let's take a closer look at its value and learn how to get better at providing it.

Constructive feedback is a robust tool for creating healthy environment, boosting productivity and engagement, and achieving better results. This works for business, sports, education, and many other activities.

Feedback positively influences on communication, team members' interaction and teamwork results in different fields. Here's how it works for different processes:

The importance of feedback in the workplace is hard to overestimate: sharing information on what can and needs to be improved helps optimize work process and get things done in less time.

Feedback is of great help in leadership and communication: it creates a clear picture and increases transparency.

Feedback plays the crucial role in education and learning by helping adopt new knowledge sooner and avoid repetitive mistakes.

The same applies to feedback in sports and coaching: it helps learn new skills and get better results.

Why Is Feedback So Important?

So, what exactly is so great about feedback? Let's see how team leaders can use it to influences

Communication and work inside their team or group.

Feedback keeps everyone on track, when done regularly. That's beneficial for everyone involved in any type of activities: working on a project, preparing for an event, studying, etc.

Feedback helps your team avoid major mistakes by creating a clear and honest communication flow during any kind of teamwork. It saves you the time of correcting someone's work, reduces errors caused by miscommunication to a minimum, and prevents regrets of those who feel like they failed.

You form better relationships with the people on your team by encouraging honest feedback. It often involves criticism, which is something most people aren't comfortable with. But when given in the right way, it can help them evolve.

Constructive feedback motivates people and boosts their performance. A friendly approach works well here. You can not only help others see what they might be doing wrong, but allow them to use this as a piece of advice, not judgment. Make them feel like you believe in them and just want to help them reach the project's goal sooner. That will make them even more motivated to do a good job.

Feedback promotes personal and professional growth. Feedback is about listening actively, taking the time to analyze, and then thinking of the best possible solution to perform better.

It provides positive criticism and allows to see what everyone can change to improve their focus and results. It brings people together and creates a healthy communication flow.

A friendly work environment where everyone's open to criticism and even seek feedback themselves (both from you and from their teammates) is another positive effect that saves you big time. It's not uncommon that the best ideas come from someone on the team who simply mentions a solution to a problem or points out an issue that others haven't noticed yet.

Business-related, direct benefits of feedback include business growth, saving money, making more sales, completing projects on time, and other positive changes in finance, relationships with customers, and company's market positions.

All this makes people on the team more engaged in the work process. You might notice they show more involvement and loyalty once giving feedback becomes a regular practice.

The Skill of Providing Feedback For a team leader, manager, or teacher, it's extremely important to give feedback in the right way. While it is a powerful practice that creates a visible positive effect, it can also hurt people, lower their self-esteem or make them feel underappreciated.

To do this right, plan your approach in advance. Take into account some simple advice on what to do and what not to do when providing feedback and receiving it.

First, avoid anything that can be heard as blaming or judging: you want to motivate people and show them area for improvement, not the opposite. Always explain your team how open communication about possible improvements is a win-win situation. Mention their strengths first, after which you can point an aspect they can work on more.

Make sure you're specific. The employees should know exactly what aspect of the project you're talking about, what they did wrong, and how it can be improved.

Give people time to understand your feedback and make sure to receive their responses. They should be comfortable with sharing how they feel about it. Be open-minded and take into account your team members' points of view.

Don't forget to let them be part of the problem-solving process. Even if you already have a specific solution in mind, hear them out, then share your proposal using some of their words or ideas.

It is not uncommon that people aren't actually sure what happened or what their next step should be. That's why you should ask questions in the end and see if the other person received your message. Follow up after a few days to see how they are doing and whether there's still an issue.

The characteristics of the feedback are

- Timely
- Specificity
- Respectful
- Direct
- Frequency
- Learner Reaction
- Action Plan
- Positive or Negative

Here are the best parts of effective feedback, each of which can help your feedback actually help your team:

- Effective Feedback is Specific, Timely, Meaningful, and Candid
- Effective Feedback is Goal-Oriented

- Effective Feedback Focuses on the Future
- Effective Feedback is About the Process, Not the Person

1.2 Performance Management and Feedback Aquinas defines performance management as a 'continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning

Performance with the strategic goals of the organization' (Aguinis, 2012, p.2.). In this process the skill set of managers makes a difference in whether employees develop or improve; therefore managers must have the skill of coaching, observing and documenting performance accurately, conducting constructive performance review discussions, and providing feedback

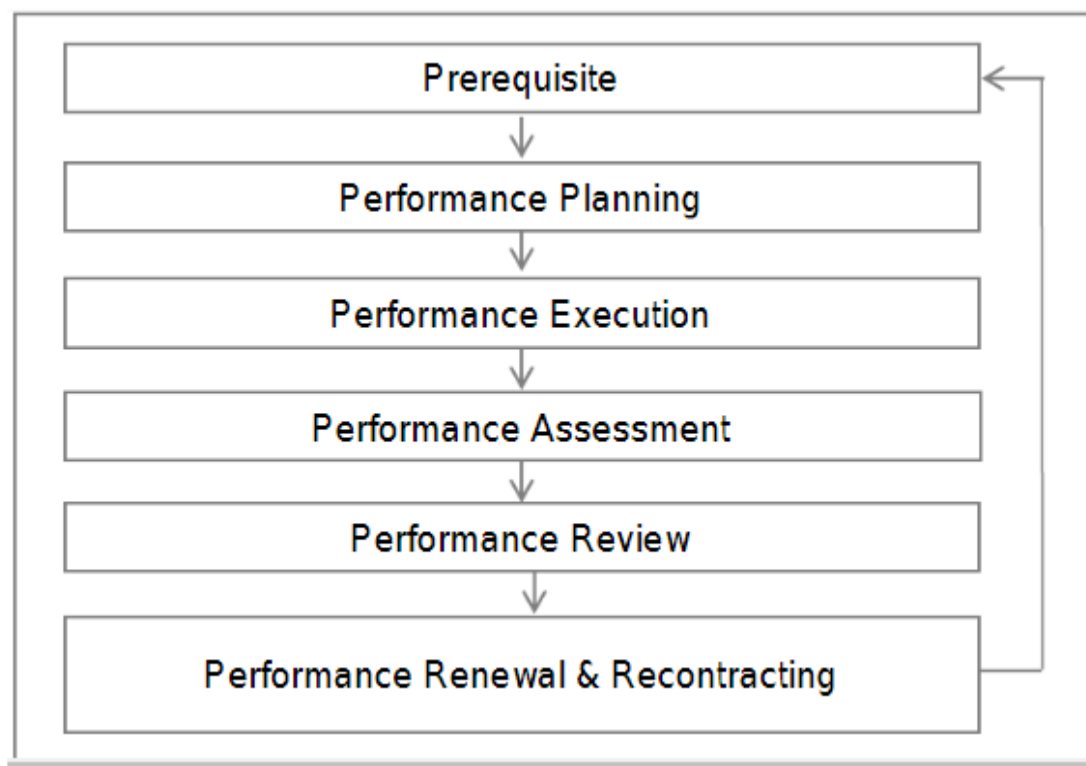


Figure 5: Performance Management Process (Aguinis, 2012, p. 31)

What is feedback example?

An example of feedback is a judge in a dance competition giving constructive criticism after a performance. An example of feedback is a high pitched noise that is returned from a speaker when a microphone gets too close to it.

Feedback promotes personal and professional growth.

Feedback is about listening actively, taking the time to analyze, and then thinking of the best possible solution to perform better. It provides positive criticism and allows to see what everyone can change to improve their focus and results

How do you give feedback constructively in the workplace?

Here are four types of constructive feedback:

- Negative feedback – corrective comments about past behavior
- Positive feedback – affirming comments about past behavior
- Negative feed-forward – corrective comments about future performance
- Positive feed-forward – affirming comments about future behavior

Giving Constructive Feedback

- Establish Trust
- Balance the Positive and the Negative
- Observe, Don't Interpret
- Be Specific
- Talk Face-to-Face
- Don't Make it Personal
- Provide Feedback Consistently
- Be Timely

Positive feedback enhances or amplifies an effect by it having an influence on the process which gave rise to it. For example, when part of an electronic output signal returns to the input, and is in phase with it, the system gain is increased

Both common sense and research make it clear feedback and opportunities to use that feedback helps to improve and enhance, whether an individual, group, business, business unit, company, or organization and that information can be used to make better informed decisions.

The Advantages and Disadvantages of Feedback Devices

In today's age of data and automation, a feedback device offers exceptional support for machine control. When using any electronic control system, the goal is always the same: to measure, monitor and control a movement as accurately as possible. To do this, feedback

Page 48 of 98	Federal TVET Agency Author/Copyright	Irrigation and drainage construction Level -IV	Version -2 September 2019
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devices are used as part of a closed-loop system. A control system monitors an output, and then sends this output information back to the system as a feedback signal, which it uses to compare the actual output with the forecasted one

You can control and adjust the measured output signal, allowing for greater control and more precision throughout a movement.

In this blog post, we highlight the advantages and disadvantages of feedback devices, and why you should consider using them.

Advantage: Automatically reduce errors

Closed-loop systems are continuously feeding back the actual output and analyzing against the desired output. As a result, your machinery can react automatically to whatever the data is telling it. All of this is done within the device itself and requires no manual action.

Improve stability

A feedback device means you have total access to key data and information in real time, meaning you can remain in control and improve the stability of your movement. Insight into performance can provide significant support in ensuring stability, control and consistent precision of the movement

Increase robustness against external disturbances

Often, control systems are used in hazardous and difficult environments. But no matter where you're operating your machinery, a feedback device will enable you to gain control of your equipment's output. It also means that your machinery can auto-adjust depending on the external situation it is in.

Reliable and repeatable

Having access to information from a feedback device means you can ensure your machinery is reliable, letting you continue to deliver consistent, accurate movements, time after time.

A feedback device sounds like a good idea right now, doesn't it? Well, like everything, there are a few disadvantages to consider

Disadvantage: Changes

Using a feedback device means that there will be a lot of commands and signals passing to and from the controllers, at all times. If a system is too sensitive to changes in the commands or signal, it can produce unreliable movements. This is because the controller will try to over-correct itself.

Complexity

To provide a high level of information, control and consistent feedback to a machine, a closed-loop system must have one or more feedback paths. This can be complex, impacting cost, space and installation

Ways to Give Effective Employee Feedback

- Avoid giving unsolicited advice. Only a third of people believe the feedback they receive is helpful
- Be specific Don't take the “sandwich approach
- Come with a deep level of empathy
- Don't wait for a quarterly review
- Keep it private
- Don't take the “sandwich approach
- Make the conversation a two-way street
- Focus on performance, not personality

Self checking -2	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided

1. Writethe characteristics of the feedback?
- 2.What is Positive feedback?
3. What is Performance feedback?
- 4.. What is Complexity?

ANSWER SHEET

Name: _____

Date: _____

Score = _____

Rating: _____

Note: Satisfactory rating - 10 points and above

Unsatisfactory - below 10 points

1

2

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4

Information Sheet-3	Identifying and reporting variations in the quality of service and performance
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3.1. Introduction

Variations in the quality of service and performance are routinely identified and reported in accordance with organizational requirements

Service quality is defined as 'a global judgment or attitude, relating to the overall superiority of the service' (Parasuraman, Zeithaml and Berry, 1988). The SERVQUAL proposes a gap based conceptualization of service quality where the gap indicates the extent to which the service obtained confirms to expectations.

Competition, processes, and technological improvements in delivery systems have resulted in a gradual shift in strategic focus from price to service quality in the retail banking industry. Continuous improvement in service quality is considered a requirement in the financial services industry at a time when it is undergoing an extraordinary rate of change in organization, products, and delivery methods. Supporting multiple service delivery channels with state-of-the-art technology is now a key competitive issue for financial service institutions.

3.2. The Impact of Process Variation on Service Quality

Conventional wisdom holds the view that as long as all the inputs to a service process (human, material, machine, method, management, environment, and measurement system) remain 'constant' the service output will always be consistent in their characteristics, e.g., always the same throughput. In reality, no matter how alike the inputs are, the service output varies.

It is important to understand this 'natural' variation of the service outputs (or process variation) in order to estimate the impact on customer satisfaction and firm financial performance.

Before going further, it makes sense to ask:

Is there a relation between process variation, the variation of a process performance statistic, and customer satisfaction?

- A large process variation will result in more service outputs close to the boundary of the range of acceptable customer specifications.
- Or, it will result in service outputs above or below customer specifications if the service product is not carefully measured and monitored.
- The reduction of process variation is important for three reasons.
- The first is due to the economic loss that can result from customer dissatisfaction. Increasing customer dissatisfaction translates into lost revenue due to loss of customer goodwill, product replacement and rework, and lost potential sales through a negative perception of service quality.

The second reason is that not to reduce process variation would preserve and institutionalize the practices of reactive process repair, root cause analysis, and rework presently required to bring a service output within specification limits.

The third reason is to help actively manage day-to-day operations. Assuming the process has been designed so that its average output is at the ideal ('target') value, it follows that not every output will be at that level. How much the service output will vary depends upon the amount of natural variability. If an output varies by more than might be expected from its natural variability, the inference is that something has happened to change the process away from the target value to cause it to go 'haywire'. That 'something' is referred to as a 'special' (or an 'assignable') cause of variation.

The assignable cause of variation must be eliminated to bring the process back to where it was, centered on the target value. The principal task of management is to detect, quantify, and manage process variation to keep the outputs near the target value. Considering the behavior of the parameters in organization, they can be standardized in order to quality customer service (Ronzina 2010)

- Speech formulas, the language (vocabulary)
- Facial expressions, gestures
- Proxemics (what position, how to communicate with the buyer)
- Clothes Makeup, jewelry
- State of the environment (must be clean)
- Speed of service and response times
- Security in the buying process
- Other

Service quality must be determined by certain external and internal factors of life of the organization. The more consciously the specific content of these factors are, the more subtle they are considered in the development of the Service Quality, the greater is the probability that it will be effective.

These factors are (Ronzina 2010):

- Norms of human rights (the law of consumer protection, etc.)
- Cultural norms that exist in a society in which the organization offers its products and / or services in the market
- The values and mission of the organization
- Characteristics of the goods and services offered by the organization
- Characteristics of target groups (clients)

- Features of the premises where customers are served (close, spacious,
- quiet, noisy, etc.)
- Other factors

Customer Satisfaction and Service Quality depend a lot on Organization Standards (OS) of the company where they are applied. Latest might work as a great benefit to improve the profit and customer loyalty (Ronzina 2010).

The following table shows the functions of OS between three community groups: employers /customers/employees

Service quality is a complex construct, which has been the focus of a number of studies in the services marketing literature. Two schools of thought dominate this literature: the Nordic school of thought and the North American school of thought. Specifically, the Nordic school of thought is based upon Grönroos's (2005) two-dimensional model while the North American school of thought is based upon Parasuraman et al.'s (1985) in (Karatepe 2013) five-dimensional SERVQUAL model. Other significant conceptual and empirical studies in this research stream suggest that service quality is comprised of service product, service environment, and service delivery, or consists of interaction quality, physical environment quality, and outcome quality. (Karatepe 2013.)

Service Quality Determinants and the SERVQUAL Instrument

In the mid 1980s Berry and his colleagues Parasuraman (1985) and Seithaml (1985) began to study service quality determinants and how customer evaluates the quality of services based on the Perceived Service Quality concept (Grönroos 2005).

The 10 determinants were found to characterize customers' perception of the service.

One of the determinants, competence, is clearly related to the technical quality of the outcome, and another, creditability, is closely connected to the image aspect of perceived quality. However, it is interesting to observe that the rest of the determinants are more or less related to the process dimension of perceived quality. (Grönroos 2005.) As a result of later study 10 determinants of service quality were decreased to the following five (Grönroos 2005):

- **Tangibles.** This determinant is related to the appeal of facilities, equipment and material used by a service firm as well as to the appearance of service employees.

- **Reliability.** This means that the service firm provides its customers with accurate service the first time without making any mistakes and delivers what it has promised to do by the time that has been agreed upon.
- **Responsiveness.** This means that the employees of a service firm are willing to help customers and respond to their requests as well as to inform customers when service will be provided, and then give prompt service.
- **Assurance.** This means that employees' behavior will give customers confidence in the firm and that the firm makes customers feel safe. It also means that the employees are always courteous and have the necessary knowledge to respond to customers' questions.
- **Empathy.** This means that the firm understands customers' problems and performs in their best interests as well as giving customers individual personal attention and having convenient operating hour.

SERVQUAL is an instrument for measuring how customers perceive the quality of a service. This instrument is based on the five determinants mentioned above and on a comparison between customers' expectations of how the service should be performed and their experiences of how the service is rendered (disconfirmation or confirmation of expectations). Usually, 22 attributes are used to describe the five determinants and respondents are asked to state (on a sevenpoint scale from "Strongly Disagree" to "Strongly Agree") what they expected from the service and how they perceived the service. Based on the discrepancy scale from "Strongly Disagree" to "Strongly Agree") what they expected from the service and how they perceived the service. Based on the discrepancies between expectations and experience over 22 attributes, and overall quality score can be calculated.

The more this score shows that experiences are below expectation, the lower the perceived quality. However, more important than calculating the overall score may be the score on the individual attribute scales, perhaps summarized over determinants.

(Grönroos 2005, 74.) Service Gaps Customer perceptions play a key role in the theory of "Service Gaps", which tries to study the differences between expectations and experience. As shown in figure, the overall gap that results dissatisfied customer is caused by one (or more) of the following earlier gaps (Schneider & White 2004):

- a. **Promotional gap:** the inability of the business organization to fulfill expectations created in the minds of customers mainly by marketing communications.
- b. **Understanding gap:** the gap occurred due to the inaccurate understanding of customer needs and priorities by the managers of the organization.

- c. Procedural gap: the gap occurred due to the translation of customer expectations into appropriate operating procedures and systems with the business organization.
 - d. Behavioral gap: the difference between customer expectations and organization's performance, focusing on how procedures adequately cover service delivery requirements.
5. Perception gap: the difference between customer performance perceptions and reality.

Self checking -3	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided

1. Write the impact of process variation on service quality?(2points)
2. Write determinants of service quality(2points)
3. What is model in personal performance?(2points)
4. What is Tangibles?(2points)
5. Write the meaning of Reliability?(2points)

ANSWER SHEET

Name: _____

Date: _____

Score = _____

Rating: _____

Note: Satisfactory rating - 10 points and above

Unsatisfactory - below 10 points

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Operation sheet 1	
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Procedures of feedback on performance of clients

1. Develop an evaluation form.
2. Identify performance measures.
3. Set guidelines for feedback.
4. Create disciplinary and termination procedures.
5. Set an evaluation schedule

LAP Test 1**Practical Demonstration****Name:** _____ **Date:** _____**Time started:** _____ **Time finished:** _____

Instructions: Given necessary reagents, tools and materials you are required to perform the following tasks within 2 hour.

Task 1: prepare an evaluation form

Task 2: Set an evaluation schedule

Task 3: Identify performance measures.

Task 4: complete an evaluation work

Instruction sheet	Learning Guide 24: Coordinate professional development
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This learning guide is developed to provide you the necessary information regarding the following **content coverage** and topics:

- Personal knowledge and skills
- Sources and plan for opportunities
- Feedback
- Professional development activities

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:**

- Coordinate professional development plan documents that required professionals, personal performance and design schedules
- Select and check appropriate plan documents for the task prior to use
- Collect data's according to plan and ensure safety procedures
- Maintain integrity of information's
- Check and record data information
- Record results of repeated data information

Learning Instructions:

15. Read the specific objectives of this Learning Guide.
16. Follow the instructions described below
17. Read the information written in the "Information Sheets 1- 4". Try to understand what are being discussed.
18. Accomplish the "Self-checks 1,2, 3 and 4 " in each information sheets on pages 11,18,28 and 38.
19. Ask from your teacher the key to correction (key answers) or you can request your teacher to correct your work. (You are to get the key answer only after you finished answering the Self-checks).
20. If you earned a satisfactory evaluation proceed to "Operation sheets 1, and 2 on pages 36 and 37 and do the LAP Test on page 38".
21. However, if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Activity.

Information Sheet-1	Assessing personal knowledge and skills against organizational benchmarks
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1.1. Introduction To developing Personal knowledge and skills

Personal knowledge and skills are assessed against organisational benchmarks to determine development needs and priorities. The personal performance evaluation system comprises the procedures for evaluating the performance of individuals, the associated evaluation factors and the evaluation scale. The impact of personal performance on the personal salary element is stipulated in the collective agreement.

The evaluation discussion is an important element in the work of supervisors and staff administration, and in interaction between individual employees and their supervisors.

A successful evaluation discussion requires careful preparation. Individual employees may prepare for it, for example, by evaluating their own performance in advance. Both parties must set aside time for the discussion away from the distraction of other duties.

1.2. Personal performance evaluation

. The job performance of an individual is evaluated on an overall assessment scale of 1-9 with respect to the three main criteria specified below. Sub-criteria are used for assessing each main criterion, but are not evaluated independently. The individual performance level is determined as the average of the evaluation outcomes for the main criteria. A supervisor will evaluate the employee's performance. The supervisor records the outcome of the evaluation and its grounds, and these are communicated to the employee. The supervisor in question will propose a performance level on the basis of the evaluation. If the outcome of the evaluation does not accord with the employee's own view of his or her performance, then the employee will enter his or her own view and the reasons for it in the evaluation summary. The performance evaluation and performance level will be confirmed by the employer in the light of such factors as the grounds for the performance evaluation, the general evaluation policy and the performance of employees working in duties of equivalent job requirement.

Reasons shall be given in particular for unusual evaluations of job performance that satisfy the job requirements. If the performance level is 1 or 2, then measures for supporting improved performance shall be mutually agreed.

1.3. Vocational competence

Skills, evaluated with reference to such factors as

- Overall command of the employee's duties; knowledge, skills, methods and tools
- Maintenance of vocational skills
- ability to focus on essentials

Personal development, evaluated with reference to such factors as

- how the employee responds to new challenges and ideas, and views new duties and practices
- an active role in improving the job
- how the employee improves personal skills

Plurality of skills / special ability, evaluated with reference to such factors as

- whether the employee has skills exceeding the employee's own basic duties that benefit the workplace, or some special ability or expertise
- general diversity of the employee's skills or some special ability that benefits the workplace

Responsibility at work and activity in the workplace Spontaneity, evaluated with reference to such factors as

- how spontaneous the employee is in his/her work
- how the employee takes the initiative in improving working methods and the workplace

Co-operation skills, evaluated with reference to such factors as

- how the employee co-operates at the workplace, and with external parties and stakeholders
- how the employee promotes community and a positive atmosphere
- how the employee deals with conflict

Commitment to work and colleagues/co-workers, evaluated with reference to such factors as

- how the employee participates in improving the workplace
- how the employee adheres to mutually agreed practices
- how the employee is committed to duties and to the aims of the employee's workplace
- the extent of the employee's involvement in discharging university community functions

Employees working in supervisory capacities will be evaluated for success and improvement in supervisory and leadership work (including participation in supervisory and leadership training) and for supervisory skills in general. The evaluation will consider how the supervisor supports, encourages and motivates employees to achieve their objectives and how the supervisor fosters a positive, effective and productive workplace.

. Quality and performance

Productivity, evaluated with reference to such factors as

- achievement of, for example, quantitative objectives or deadlines imposed on the employee

Quality of work, evaluated with reference to such factors as

- quality of work in relation to the demands and goals of duties

Economy, evaluated with reference to such factors as

- overall economy in discharging duties
- careful use of resources

Guidelines for Establishing Effective Performance Goals

- Goals must clearly define the end results to be accomplished.
- To the extent possible, goals should have a direct and obvious link to organizational success factors or goals.
- Goals should be difficult, but achievable, to motivate performance.
- Goals should be set in no more than three areas attempting to achieve too many different goals at once will impede success.
- Guidelines for Providing Feedback Effectively
- Provide immediate positive and developmental feedback in a private location.
- Ask for the employee's view about what could have been done differently.
- Be specific about what behaviours were effective or ineffective.
- Focus on what the person did or did not do, not personal characteristics.
- Collaboratively plan steps to address development needs.
- Offer help in addressing development needs and providing resources

Advantages of Performance Standards

- Communicate key performance factors and expectations.
- Show distinctions in effectiveness levels that help supervisors explain why an employee was evaluated in a particular way.
- Provide a job-relevant basis for evaluating employees, increasing fairness.

Performance standards

Page 63 of 98	Federal TVET Agency Author/Copyright	Irrigation and drainage construction Level -IV	Version -2
			September 2019

Every job has standards of performance that are required to be met by the employee undertaking that job. These standards should be linked to the organisation's competitive strategies which, once achieved, would allow for the organisation to achieve its objectives and goals. Performance standards are targets and as such, where possible, should be expressed objectively. That means expressing the standard in quantifiable terms such as:

- The waiting time before presentation of the menu
- The number of tables to be covered
- How a room should be cleaned
- Time taken to set up
- Deadlines for reports
- Turnover targets etc

Where do performance standards come from?

- Performance standards represent the level of performance and behaviour necessary for the job to be done successfully.
- They can be determined by management, although in some instances, such as where Management By Objectives is used, performance objectives may be set by both the employee and their manager.
- Performance standards can be determined by taking into account a variety of things such as:
 - Personal observation of actual practice – either in the venue or at some other venue
 - Past performance records
 - Time-work studies
 - Production and technical information
 - Industry standards
 - Consultation with employees
 - Benchmarking (best practice).

In order for staff to achieve appropriate performance standards, they must be aware of what is expected. Standards of performance can be documented in either:

- A job description a detailed breakdown of the responsibilities and tasks within a job
- An employment contract – specifically for management positions
- Company policy documents – including policies, procedures and SOPs Induction and orientation.
- It is essential that, upon commencement, the employee is informed and acknowledges they understand the requirements of their job.

Examples of standards of performance

Standards of performance may be developed in relation to:

Productivity:

- Food waiters may be expected to serve X number of people per service session
- Room attendants may be expected to service X checkout/stay rooms per hour.

Punctuality:

- Employees may be expected to attend ready for work 100% of the time according to their rostered hours.

Personal presentation:

- Staff may be required to meet the stated dress standards for their gender 100% of the time.

Level of accuracy in work performed:

Employees engaged in processing transactions may be required to do so with total accuracy some staff may be given a set percentage/dollar value of deviation in their calculations which is deemed acceptable.

Adherence to procedures:

The venue may expect staff to adhere to written policies and procedures 100% of the time.
Customer service standards:

Service staff may be required to use standard phrases, greetings and farewells at all times
Employees answering the telephone may be required to answer the phone within 3 rings every time. **Team interaction:**

Team members may be required to „actively participate“ in team meetings.

Response times/waiting times:

Waiting staff may be required to greet and seat guests within 1 minute of their arrival
Drink staff may be required to take a drink order from a table within 3 minutes of guests being seated
Room service staff may be required to deliver room service meals within a nominated timeframe.

Methods of communicating the standards which apply

The standard methods for informing staff about the work standards which apply to their jobs include:

- Providing written explanation, description and details
- Providing demonstration of what is required.
- This information may be supplied:
- As part of the induction and orientation

- During mandatory in-house training programs
- During staff meetings, briefings and debriefings
- On posters throughout the workplace
- On the intranet

Aim of monitoring staff performance

It is important to note, monitoring of staff performance is not about „telling people off

It is about trying to improve all areas of an operation.

Aims of monitoring staff performance include:

- Identifying areas which are being done well and rewarding accordingly
- Identifying where areas of operations can be improved through:
 - ✓ Identification of problems
 - ✓ Understanding the cause
 - ✓ Finding suitable solutions
 - ✓ Selecting the correct solution
 - ✓ Implementing and monitoring the solution

Self checking -1	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided

1. What are Individual differences?(2points)
2. What is Purpose of performance appraisals(2points)
3. Where do performance standards come from? (2points)
4. What is Effective Performance Management(2points)
5. Aims of monitoring staff performance include(2points)
6. Methods of communicating the standards which apply (2points)

ANSWER SHEET

Name: _____

Date: _____

Score = _____

Rating: _____

Note: Satisfactory rating - 10 points and above

Unsatisfactory - below 10 points

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5

Information Sheet-2	Researching and identifying Sources and planning for opportunities
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2.1 Introduction

Sources and plan for opportunities are researched and identified for improvement in consultation with colleagues. Plan for opportunity improvement Continuous improvement is organized approaches to identifying opportunities for improvement that can help an organization meet its goals for increasing profits, reducing costs, and accelerating innovation.

Opportunities also enhance the quality of a product or service, improve safety, and result in happier customers, patients, and staff.

2.1.2. Continuous improvement

Opportunities for improvement exist in every company, in every job, in every workflow. Organizations that recognize this fact and engage their entire workforce in identifying those opportunities work to create a culture of continuous improvement. By engaging front-line workers in improvement efforts, organizations are able to improve on a more granular level than is visible to managers and senior leaders. Continuous improvement software is used to capture opportunities for improvement from front-line staff in their daily work, as well as improvements that are a part of larger, strategic projects and rapid improvement events.

Whether they are part of top-down initiatives or bottom-up daily improvement, it's important that each be accelerated through the improvement cycle as quickly as possible. In this way, successful organizations are able to sustain momentum and increase engagement in continuous improvement.

Opportunities for Improvement Should

2.1.3. Align to Your Business Goals

It is the responsibility of your senior leaders to determine the overarching organizational goals, which managers and staff then work to achieve using continuous improvement. It's important that the opportunities for improvement that come up as a part of daily improvement align with these strategic goals, and that you have a way to show how this alignment contributed to organizational success.

2.1.4. Deliver Results

It is important that continuous improvement results in a measurable impact, thereby proving the value of an investment in improvement and engaging employees and leaders in future efforts. This means that key performance indicators for each target opportunity should be identified early so that the end result can be assessed. Examples of key performance

indicators include reduced waste, lowered costs, enhanced customer satisfaction, improved safety, and upgraded product quality.

2.1.5.Drive Innovation

Your continuous improvement program should bring new ideas to old ways of doing things.

Sometimes a process can be tweaked to gain improvement, while other times a drastic change may be required. Continuous improvement opens the door to creativity that results in innovation.

Opportunities for Improvement

- Opportunities for Improvement contain the following parts:
- Opportunity for Improvement Statement: State specifically the opportunity for improvement the team is noting. The statement must be a complete sentence.
Evidence: Provide the evidence supporting the Opportunity for Improvement
- Statement.
- Evidence and Rationale

2.2. Areas Of Improvement For Employees

Time management is crucial to your business's successOrganization. Organization can make time management much easier

Interpersonal Communication

1. Customer Service
2. Cooperation
3. Conflict Resolution
- 4 Listening
5. Written Communication

As you analyze your professional behavior, consider if any of these 8 keyareas ofdevelopment will help you acquire valuable skills

- Goal-setting
- Communication
- Collaboration
- Listening
- Conflict resolution
- Adaptability
- Organization

- Accepting constructive feedback

2.2 Identify sources for improvement

Sources for improvements are

- Set Milestones
- Organize, Plan and Prioritize
- Stay Focused and Avoid Distractions
- Manage Interruptions
- Do one Thing at a Time (Don't Multi-task!)
- Don't Leave Things Unfinished
- Read Something New Every Day
- Communicate Effectively

Self checking -2	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided

1. Write the Opportunities for Improvement?
2. Write the meanings of Deliver Results?
3. Identify sources for improvement?
4. Areas of Improvement for Employees?

ANSWER SHEET

Name: _____

Date: _____

Score = _____

Rating: _____

Note: Satisfactory rating - 10 points and above

Unsatisfactory - below 10 points

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Information Sheet-3	Researching and identifying Sources and planning for opportunities
----------------------------	---

3.1. Introduction

Feedback is used to identify and develop ways to improve competence within available opportunities. Constructive feedback can praise good performance or correct poor performance and should always be tied to the performance standards.

Definitions include information of previous behavior which helps the recipient to improve or adjust current performance (Daniels, 2000 cited in Palmer, Johnson & Johnson, 2015); and feedback is information given to recipient after their behavior (Mayer, Sulzer-Azaroff, & Wallace, 2013 cited in Palmer, Johnson & Johnson, 2015).

Feedback has been a growing concern in academia and organizations, most notably after McKinsey's publication of 'The War for Talent' that drove high performing business to dive into talent management, where the philosophy of gaining competitive advantage started focusing on human resources. With the advent of technology and its adoption, perceptions of human resource management shifted from Personnel Department managing personal files to the department managing competency profiles of employees. The leading shift in the arena of supporting human performance was the availability.

3.2. Reasons Why Feedback is Important

Effective feedback, both positive and negative, is very helpful. Feedback is valuable information that will be used to make important decisions. Top performing companies are top performing companies because they consistently search for ways to make their best even better. For top performing companies 'continuous improvement' is not just a showy catchphrase. It's a true focus based on feedback from across the entire organization – customers, clients, employees, suppliers, vendors, and stakeholders. Top performing companies are not only good at accepting feedback, they deliberately ask for feedback. And they know that feedback is helpful only when it highlights weaknesses as well as strengths.

Effective feedback has benefits for the giver, the receiver, and the wider organization. Here are five reasons why feedback is so important.

3.2.1.Feedback is effective listening

Whether the feedback is done verbally or via a feedback survey, the person providing the feedback needs to know they have been understood (or received) and they need to know that their feedback provides some value. When conducting a survey, always explain why respondents' feedback is important and how their feedback will be used.

3.2.2.Feedback can motivate

By asking for feedback, it can actually motivate employees to perform better. Employees like to feel valued and appreciate being asked to provide feedback that can help formulate business decisions. And feedback from client, suppliers, vendors, and stakeholders can be used to motivate to build better working relations

3.2.3.Feedback can improve performance

Feedback is often mistaken for criticism. In fact, what is viewed as negative criticism is actually constructive criticism and is the best find of feedback that can help to formulate better decisions to improve and increase performance.

3.2.4.Feedback is a tool for continued learning

Invest time in asking and learning about how others experience working with your organization. Continued feedback is important across the entire organization in order to remain aligned to goals, create strategies, develop products and services improvements, improve relationships, and much more. Continued learning is the key to improving.

Feedback is a vital part of any leader's skillet. Project managers, team leaders, teachers, coaches develop this skill over the course of their careers. Not just giving feedback, but also receiving it is essential for efficiently sharing information within teams and groups. Let's take a closer look at its value and learn how to get better at providing it.

Constructive feedback is a robust tool for creating healthy environment, boosting productivity and engagement, and achieving better results. This works for business, sports, education, and many other activities.

- Feedback keeps everyone on track, when done regularly. That's beneficial for everyone involved in any type of activities: working on a project, preparing for an event, studying, etc.
- Feedback helps your team avoid major mistakes by creating a clear and honest communication flow during any kind of teamwork. It saves you the time of correcting someone's work, reduces errors caused by miscommunication to a minimum, and prevents regrets of those who feel like they failed.
- You form better relationships with the people on your team by encouraging honest feedback. It often involves criticism, which is something most people aren't comfortable with. But when given in the right way, it can help them evolve.
- Constructive feedback motivates people and boosts their performance. A friendly approach works well here. You can not only help others see what they might be doing wrong, but allow them to use this as a piece of advice, not judgment. Make them feel like

you believe in them and just want to help them reach the project's goal sooner. That will make them even more motivated to do a good job.

Feedback promotes personal and professional growth. Feedback is about listening actively, taking the time to analyze, and then thinking of the best possible solution to perform better. It provides positive criticism and allows to see what everyone can change to improve their focus and results. It brings people together and creates a healthy communication flow.

A friendly work environment where everyone's open to criticism and even seek feedback themselves (both from you and from their teammates) is another positive effect that saves you big time. It's not uncommon that the best ideas come from someone on the team who simply mentions a solution to a problem or points out an issue that others haven't noticed yet.

Business-related, direct benefits of feedback include business growth, saving money, making more sales, completing projects on time, and other positive changes in finance, relationships with customers, and company's market positions.

The characteristics of the feedback are:

- Timely
- Specificity
- Respectful
- Directed
- Frequency
- Learner Reaction
- Action Plan
- Positive or Negative

Here are the seven best parts of effective feedback, each of which can help your feedback actually help your team:

- Effective Feedback is Specific, Timely, Meaningful, and Candid
- Effective Feedback is Goal-Oriented
- Effective Feedback Focuses on the Future
- Effective Feedback is About the Process, Not the Person

Here are four types of constructive feedback:

- Negative feedback – corrective comments about past behavior
- Positive feedback – affirming comments about past behavior
- Negative feed-forward – corrective comments about future performance

- Positive feed-forward – affirming comments about future behavior

Giving Constructive Feedback

- Establish Trust
- Balance the Positive and the Negative
- Observe, Don't Interpret
- Be Specific
- Talk Face-to-Face
- Don't Make it Personal
- Provide Feedback Consistently
- Be Timely

Positive feedback enhances or amplifies an effect by it having an influence on the process which gave rise to it. For example, when part of an electronic output signal returns to the input, and is in phase with it, the system gain is increased.

Both common sense and research make it clear – feedback and opportunities to use that feedback helps to improve and enhance, whether an individual, group, business, business unit, company, or organization and that information can be used to make better informed decisions.

Ways to Give Effective Employee Feedback

- Avoid giving unsolicited advice. Only a third of people believe the feedback they receive is helpful.
- Be specific
- Come with a deep level of empathy
- Don't wait for a quarterly review
- Keep it private
- Don't take the “sandwich approach
- Make the conversation a two-way street
- Focus on performance, not personality

Self checking -3	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided

1. What is feed buck? (2points)
2. Giving Constructive Feedback? (2points)
3. Four types of constructive feedback(2points)
4. Why is feedback so important? (2points)
- 5 Write at least five the characteristics of the feedback are? (2points)

ANSWER SHEET

Name: _____

Date: _____

Score = _____

Rating: _____

Note: Satisfactory rating - 10 points and above

Unsatisfactory - below 10 points

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Information Sheet-4	Researching and identifying Sources and planning for opportunities
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4.1. Introduction

Professional development activities are identified, accessed and completed to assist career development Professional development is learning to earn or maintain professional credentials such as academic degrees to formal coursework, attending conferences, and informal learning opportunities situated in practice. It has been described as intensive and collaborative, ideally incorporating an evaluative stage.

professional development activities Career planning/development Coaching, mentoring and/or supervision, Formal/informal learning programs, Internal/external training provision, Performance appraisals, Personal study, Recognition of Prior Learning, Work experience/exchange/opportunities, and Workplace skills assessment.

Customers realize that the service provider, its employees, operational systems, and physical resources have the knowledge and skills required to solve their problems in a professional way (outcome related criteria.

What are the types of professional development activities?

Examples of activities that contribute to professional growth and development:

- Continuing Education
- Participation in professional organizations
- Research
- Improve job performance
- Increased duties and responsibility
- Approaches to professional development
- Skill Based Training
- Job Assignments

4.2 Career planning/development

Career development is the continual process of managing your learning, leisure and work to progress through your life. It includes gaining and using the skills and knowledge you need to plan and make informed decisions about education, training and work

Career planning is the process by which one selects career goals and the path to these goals. The major focus of career planning is on assisting the employees achieve a better match between personal goals and the opportunities that are realistically available in the organization.

. It is important to come up with your career planning as it gives you the much needed direction and makes it clear there where you see yourself in future. It makes you aware of your strength and weaknesses and the skills and knowledge that are required to achieve your goals in future. Career planning helps the individual have the knowledge of various career opportunities, his priorities, etc. It helps him select the career which is suitable to his lifestyle, preference, family environment, the scope for self-development, etc. It helps the organization identify talented employees who can be promoted.

The major objectives of career planning are as follows:

- To identify positive characteristics of the employees.
- To develop awareness about each employee's uniqueness.
- To respect feelings of other employees. ...
- To attract talented employees to the organization.
- To train employees towards team-building skills.

4.3 Coaching, mentoring and/or supervision

Definitions. Both coaching and mentoring are development techniques that utilize the skills of listening, questioning, clarifying and reframing, and share one-to-one conversations as the main interaction technique in order to enhance an individuals' skills, knowledge or work performance.

Supervision is the interaction that occurs when a mentor or coach brings their coaching or mentoring work experiences to a supervisor in order to be supported and to engage in reflective dialogue and collaborative learning for the development and benefit of the mentor or coach, their clients and their organizations.

Coaching Supervision. Coaching Supervision is a collaborative learning practice to continually build the capacity of the coach through reflective dialogue for the benefit of both coaches and clients.

Supervision” –is to oversee a person or group of people engaged in an activity or task and keep order or ensure that she/he/they perform it correctly.

Mentoring role is to have: Active listening, role modeling, clear boundaries, analytical skills and give honest feedback

4.4 Formal/informal learning programs

Formal learning is structured and typically led by instructional designers and trainers in a classroom setting. Informal learning offers more flexibility for learners and can often be accessed on-the-go via mobile devices Completing or participating in a structured activity either as a delegate, speaker, panel member or other participant. This includes but is not limited to

conferences, seminars, training courses (classroom, online), workshops, panels and group meetings

Formal learning is usually an organized activity in a classroom setting. Informal learning, on the other hand, is usually unstructured, spontaneous, and, very often, unintentional. If informal learning comes consciously with a defined purpose, it becomes non-formal

An example of informal used as an adjective is informal clothing, such as

Informal

- Not according to prescribed or fixed customs, rules, ceremonies, etc.
- Casual, easy, unceremonious, or relaxed.
- Designed for use or wear on everyday occasions.
- not requiring formal dress

Examples of activities that contribute to professional growth and development:

- Continuing Education.
- Participation in professional organizations.
- Research.
- Improve job performance.
- Increased duties and responsibilities.
- Approaches to professional development:
- Skill Based Training.
- Job Assignments.

4.5 Internal/external training provision

Internal training is taught by someone who works for your company, while external training is taught by someone outside of it. When it comes to deciding on the best form of training for your team, it can be difficult to determine who is the best person to hold the session and why

Internal training methods involve the use of company's own resources and expertise to develop and deliver the specific type of training. It is cost-effective, informal, and brings improvement in the existing training methods and employee communication.

Having an internal training program in the workplace allows employees to continue to evolve and improve their leadership or tactical skill sets. It also gives employees a sense of purpose and job satisfaction that their employer is taking a vested interest in their success.

External training is training provided from outside the electoral manager's office or staff using external consultants, specialists or organizations training through membership of external organizations or associations; organizing meetings of groups of other electoral managers faced with the same issues.

Performance appraisals

A performance appraisal is a regular review of an employee's job performance and overall contribution to a company. Also known as an "annual review," "performance review or evaluation," or "employee appraisal," a performance appraisal evaluates an employee's skills, achievements and growth, or lack thereof

Performance appraisal or performance review is a systematic process in which employee performance at work is evaluated in relation to the projects on which employee has worked and his contribution to the organization. It is also known as an annual review or performance r

Components of Performance Appraisal

- Human Resource Management
- Features of HRM
- Importance and Limitations of HRM
- Human Resource Forecasting
- Traditional Methods of Appraisal
- Methods of Training
- Operative Functions of HR Manager
- Training and Development
- Selection Process
- Recruitment Process

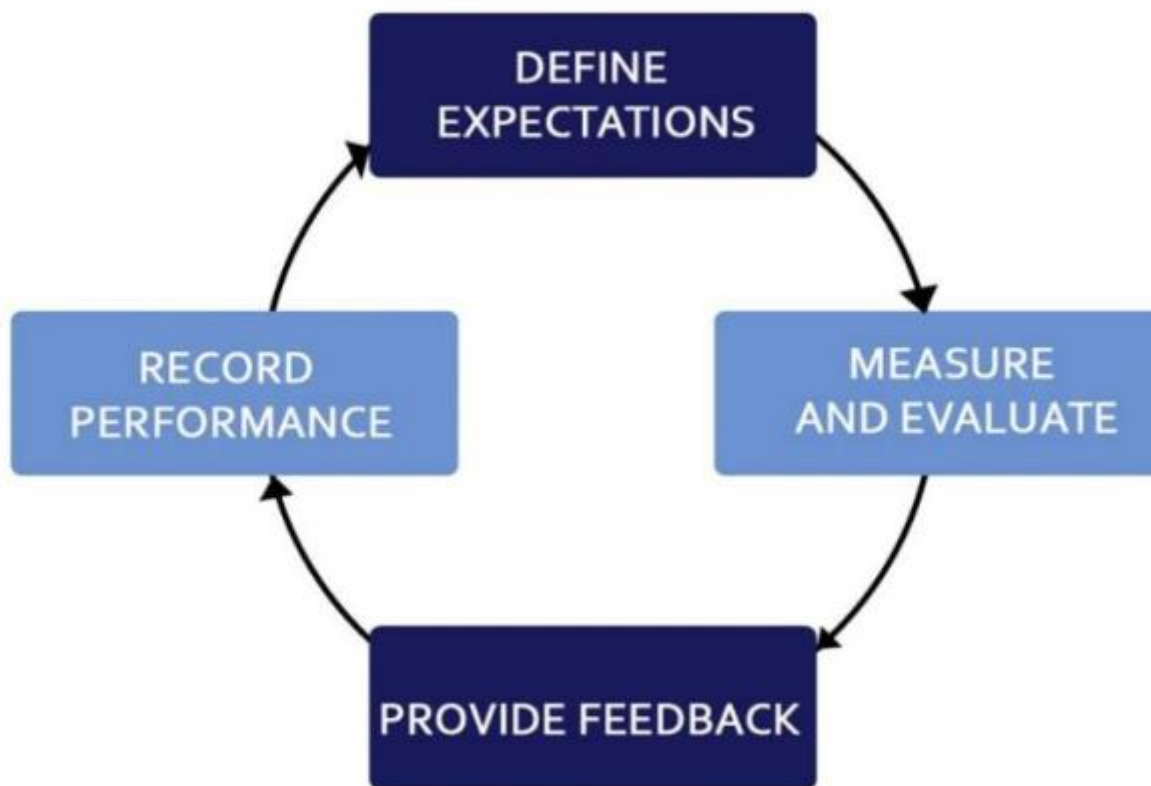


Figure-6 Components of Performance Appraisal

Performance Appraisal Process

- Setting performance standards
- Set up measurable goals
- Measure actual performance
- Compare with preset standards and goals
- Discuss with the employee – met the expectations, did not meet the expectations, exceeded the expectations
- Take corrective actions
- Set standards for next cycle

Advantages of Performance Appraisal

A systematic appraisal system helps the managers to properly identify the performance of employees in a systematic manner and their areas of talent and areas where they are lacking. It helps the management to place the right employees for the perfect jobs depending on their skills in particular areas.

It helps employees identify the areas in which they need to improve. The managers can also use this information to provide constructive criticism of the way employees perform their work. Potential employees are often given promotions on the basis of or the results of performance appraisals. People who have high ratings get promotions. They can also transfer or demote employees if they not performing up to the expectations of the managers.

An appraisal is also useful in determining the effectiveness and results of training programmes. It can show managers how much employees have improved after taking the training programmes. This will give managers data on how to change and evolve the training programmes. It creates healthy competition among employees as they will try to improve their performance and score better than their colleagues. Managers use appraisal programmes to identify the grievances of employees and act upon them. Keeping extensive records of performance appraisal will give managers a very good idea of which employees have the highest growth rate and are which ones have a declining rate of performance.

Disadvantages of Performance Appraisal

If the factors being used in the performance appraisal are incorrect or not relevant, the appraisal will fail to provide any useful or effective data.

- Sometimes, equal weight age is not given to important factors when
- Performing an appraisal.
- Some objective factors are very vague and difficult to gauge like attitude and initiative. There is no scientific method to measure these factors.
- Managers are sometimes not qualified enough to correctly assess the employees and their abilities. Thus, these mistakes can be very detrimental to the growth of the company
- Personal study

4.6 Personal Study Plan - PSP.

A personal study plan (PSP) is a plan that students prepare for themselves. It contains the contents, extent and duration of their studies. When preparing their personal study plans, students should write down their hopes and goals regarding their studies and professional skills.

A study plan is a summary of the subject requirements of your course and indicates when planned subjects should be studied. It indicates the subjects you have completed; are currently enrolled in; plan to study in the future; and those for which you have been granted advanced standing (credit for previous studies).

4.7 Recognition of Prior Learning

Recognition of prior learning (RPL) is defined in the AQF as follows: Recognition of prior learning is an assessment process that involves assessment of an individual's relevant prior learning (including formal, informal and non-formal learning) to determine the credit outcomes of an individual application for credit.

The Recognition of Prior Learning (RPL) process can help these individuals acquire a formal qualification that matches their knowledge and skills, and thereby contribute to improving their employability, mobility, lifelong learning, social inclusion and self-esteem.

Recognition of Prior Learning (RPL) is an assessment process used by RTOs to evaluate a person's skills, knowledge and experience gained through working and learning, in Prior learning assessment (PLA) is a flexible, efficient way of earning college credits for college-level knowledge you have acquired through expertise developed outside the classroom. To earn credit through PLA, select a course in the subject in which you plan to demonstrate college-level knowledge.

There are various benefits for employee to undertaking RPL process including Improve CV, increase wage, save time and money, etc.

- RPL Process
- Improve your CV
- Earn more money
- Save time and money on training programs
- Time- consuming
- Permanent Residency opportunity

Recognition of prior learning (**RPL**), prior learning assessment (PLA), or prior learning assessment and recognition (PLAR), describes a process used by regulatory bodies, adult

learning centers, career development practitioners, military organizations, human resources professionals, employers, training institutions

Same Problems with RPL

- Inconsistency and incompatibility with contemporary online or blended delivery models.
- Inadequate RPL candidate engagement
- Challenges arising from staff confidence
- Maintaining compliant RPL assessment tools and practices
- Reducing RPL delivery and productivity costs.

4.8 Work experience/exchange/opportunities

A work exchange is the perfect option for those who want flexibility on their travels. Opportunities that can help you increase your experience and even resume Hosts offer accommodation for free, which means you won't have any lodging

Here are some examples of the range of ways you can gain work experience:

- Formal work experience placement
- School leaver careers fairs and employer events
- Employer's insight day or week for school leavers
- Extracurricular activities
- Volunteering and fundraising
- Competitions
- Entrepreneurship
- Part-time jobs

Ways to Gain Job Experience

- Internships. While many students complete at least one internship as a part of their undergraduate degree requirements, more and more new graduates are applying for internships as well
- Volunteering
- Networking
- Freelancing

4.9 Workplace skills assessment

Potential suitable duties. Employers can also use the assessment to: ensure the workplace is equipped for new workers, people with disabilities or those with specific needs.

Page 84 of 98	Federal TVET Agency Author/Copyright	Irrigation and drainage construction Level -IV	Version -2 September 2019
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Skill based assessments are designed to measure the knowledge, skills, and judgment required for competency in a given domain. Assessment of clinical skills has formed a key part of medical education for hundreds of years.

Assessment Skills

The assessment process reveals which clients need assistance obtaining resources, and it also allows a social worker to re-evaluate clients periodically in order to ascertain whether or not services remain effective and necessary

How do you assess employee skills?

How to Assess Employee Skills and Competencies

Give Your Employees A Test. This is pretty traditional and efficient way to assess technical and theoretical knowledge

- Ask to prepare self-assessment
- Get feedback from the teams
- Put them in real situations
- Let them play a business game
- Ask for clients' feedback
- Final word

What is the purpose of a skills assessment?

Skill assessments provide data showing who knows what and identifies gaps where training may be needed to maximize the growth and potential of the individual or group. **Skill assessment** reports helps users clearly understand the skills expected for their role and measure their abilities on those topics.

Hard Skills List & Examples

- ✓ Computer Technology
- ✓ Hard Communication Skills
- ✓ Data Analysis
- ✓ Certifications and Licenses
- Marketing
- Project Management
- Design
- Cloud Computing

What are the skills needed to become an effective human service professional?

Page 85 of 98	Federal TVET Agency Author/Copyright	Irrigation and drainage construction Level -IV	Version -2
			September 2019

While there is no definitive list, here are a few qualities and skills required to be a social worker.

- Active Listening. Much of a social worker's role is to listen effectively
- Emotional Intelligence
- Organization
- Critical Thinking
- Tolerance
- Setting Boundaries
- Empathy
- Communication

Why is professional development so important?

Well crafted and delivered continuing professional development is important because it delivers benefits to the individual, their profession and the public. CPD ensures that you maintain and enhance the knowledge and skills you need to deliver a **professional** service to your customers, clients and the community.

What are the advantages of professional development?

Offering **professional development** training programs allows employees to perform better and prepares them for positions of greater responsibility. But it can also help employers attract top job candidates, retain their best workers and identify future leaders

What is the concept of professional development?

The main goal of personal development is to be happier. Naturally, when you improve yourself, your life, your relationships, achieve your goals, you become happier. This doesn't always happen right away or all the time, but it happens in time with consistent and deliberate personal development. Personal development can also be dedicated to improving relationships with others whether it be intimate relationships, friends and family, work relationships, or relationships to people and communities. Relationships and communication are topics within personal development.

A major component of personal development is education, learning, and knowledge. You can not only learn new skills and knowledge and education, but you also learn about yourself, about others, and about the world and humanity. Through learning, you learn about different viewpoints, values, and beliefs. You learn skills that aren't taught in school too like how to set goals and how to have healthy relationships.

A great resource I love to learn new skills is Skill share. If you're a visual learner and prefer to learn through watching videos or are interested in learning more technical and creative skills, Skill share is a great video class platform for that. You can get a free 30-day trial here! Personal development is meant to help you live more effectively. This helps you become better able at making better sound decisions and being able better and more effectively solve any problems that arise.

When you go after your goals and make progress and achievement, it feels really good. It feels a lot better than if you wouldn't have worked on personal development. And the end result is a lot stronger feeling that makes everything that made it up that point worth it in 'the end.' A lot of personal development involves psychology which most of us find interesting. There is a science to personal development. Hearing people stories of failure and unexpected success can also be interesting to us. Personal development is always expanding with new discoveries and studies that we didn't know before or expected.

Awareness is necessary for personal growth. It's the first step. Awareness helps you notice and learn things about yourself and your life around you. Awareness is a highly valuable skill that allows you to realize and learn the facts and stay grounded in reality. Many people miss out on learning and growth opportunities because of lack of awareness. Personal development can help you make better and more informed decisions. It also tends to involve reading which actually does make you smarter. All the things you learn help make you smarter as well.

Personal development helps you improve your self-esteem and like yourself more because you become the person you want to become. You also learn to respect, accept, and love who you already are. You believe in yourself and know that you are capable of achieving growth and your goals. Personal development helps you build and develop the skills to better deal with adversity and when times get tough. You have stronger belief in yourself and confidence that you will overcome it as well as motivation to overcome adversity and failure. Personal development gives you a sense of direction and helps you discover what it is you really want out of life and yourself.

Personal growth can help you overcome and fix problems that you otherwise would have to just live and deal with. This article shows what's possible to be changed and fixed according to psychologists. With personal development, you're continuously growing and improving. You're less likely to stay stuck and stagnant in your life. There is always room for improvement with

personal development. You're more likely to achieve more and become greater than just "good" by getting involved with personal development.

Personal development allows you to discover what you love, what you want out of life, your values, and your beliefs. It helps you learn who you want to be and then become that person. When you develop and grow, you learn and discover about yourself. Personal development helps you become more creative not only because it helps you have more ideas and develop your artistic abilities and skills, but you're more likely to value andPersonal development helps you become more creative not only because it helps you have more ideas and develop your artistic abilities and skills, but you're more likely to value and cultivate your ideas.

Self checking -4	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided

- 1 Write at least six (6) the common benefits of personal development?(2points)
- 2 Write the advantages of personal development? (2points)
- 3 Write the main characteristics of a system (2points)
- 4 How do you develop personal professional(2points)

ANSWER SHEET

Name: _____

Date: _____

Score = _____

Rating: _____

Note: Satisfactory rating - 10 points and above

Unsatisfactory - below 10 points

1

2

3

4

Information Sheet-5**Storing and maintaining records and documents****5.1. Introduction****5.1.1. Definitions of a Record**

Document that memorializes and provides objective evidence of activities performed, events occurred, results achieved, or statements made. Records are created/received by an organization in routine transaction of its business or in pursuance of its legal obligations. A record may consist of two or more documents.

All documented information, regardless of its characteristics, media, physical form, and the manner it is recorded or stored. Records include accounts, agreements, books, drawings, letters, magnetic/optical disks, memos, micrographics, etc. Generally speaking, records function as evidence of activities, whereas documents function as evidence of intentions.

5.2 Purposes of records

Reasons for record keeping include in construction:

- Legal requirements
- Contractual requirements
- To control work
- To provide data for future work

Good records will help you do the following:

- Monitor the progress of your business
- Prepare your financial statements
- Identify sources of your income
- Keep track of your deductible expenses
- Keep track of your basis in property
- Prepare your tax returns
- Support items reported on your tax returns

The extent of the record keeping required will depend on the type of project. A balance must be maintained between keeping adequate records in preparation for a dispute arising, and attempting to record everything, which is can be difficult, time consuming and costly. Some record-keeping requirements, such as recording the minutes of meetings for example, may be carried out at the discretion of the individual organization, with different frequency rates, levels of detail, and time for which records must be kept, appropriate for different situations. Other records may be a legal or contractual requirement, following prescribed rules.

5.3 Maintaining workplace Records

During construction, the following types of document ought to be maintained:

- Daily reports or diaries
- Photographs and Video recordings
- Meeting Minutes
- Schedules
- Drawings
- Change Orders
- Project Correspondence Files
- Inspection Reports
- Cost Accounting Records
- Equipment Records
- The Estimate/Bid File

N.B: These details must be kept for at least 3 years after the end of the tax year they relate to. It is important that the standard of records kept is high, or they may not provide the expected information when they are actually required. In particular, records should be dated (including incoming records) and where appropriate, signed, and a document management system should be in place to allow efficient storage and retrieval.

Information is now generally managed using specialist software, and apps that make the preparation of records easier and more reliable are also available. This can, for example allow records to be made on site using a mobile phone, which are then automatically uploaded to a project document management system.

5.4. Ways of Storing and maintaining Records and documents

How information and records can be stored?

Only records or files in active use should be kept on staff desks. ... All other records in office areas should be stored securely in filing cabinets, drawers, cupboards or shelves. In general, records are stored in office areas because ongoing access to them is required.

Physical records may be stored on-site at the association's place of business. If there is insufficient and appropriate space, records can be stored off-site by storage companies. It is essential documents are stored in safe, secure and appropriate facilities.

A registry is usually a physical place where records management occurs. It is often where paper records are filed and accessed, usually by a records manager. This manager also maintains a record throughout its lifecycle, from creation to disposition. A registry often incorporates records management taxonomy

Organize maintenance records digitally by creating folders on your computer. Scan any pertinent information using apps like Scanbot or CamScanner. Don't worry about scanning every page of your manuals, as they can usually be found in PDF formats online.

Definition and Identification of Records

Examples include documents, books, paper, electronic records, photographs, videos, sound recordings, databases, and other data compilations that are used for multiple purposes, or other material, regardless of physical form or characteristics.

Recordkeeping system. Systematic procedure, by which the records of an organization are created, captured, maintained, and disposed of. This system also ensures their preservation for evidential purposes, accurate and efficient updating, timely availability, and control of access to the them only by authorized personnel

Records which pertain to the origin, development, activities, and accomplishments of the agency. These generally fall into two categories: policy records and operational records.

Some of the most significant record types are:

- Property records - title deeds and settlements.
- Accounting papers - including rentals, vouchers, surveys and valuations.
- Legal papers.
- Inventories.
- Correspondence.
- Enclosure papers.
- Manorial papers - court rolls, costumes, terriers, surveys etc.
- Personal and political papers.

First, as a Federal employee, at the FAA, you will be creating and using Federal government records. There are rules governing the use and destruction of all Federal records. For example,

it is your responsibility to protect Federal records in your custody, and there are legal implications for destroying records without the proper authority.

Second, following good records management practices will not only help you meet legal requirements, they will benefit you and the Agency in many ways such as:

- Improving access to information;
 - Controlling the growth of materials taking up valuable office space;
 - Reducing operating costs;
 - Minimizing litigation risks;
 - Safeguarding vital information;
 - Supporting better management decision making; and,
 - Preserving FAA history.
-
- ✓ Determine who will be responsible and what resources will be needed.
 - ✓ Identify records needed to document the activities and functions of your office.
 - ✓ Establish your procedures (recordkeeping requirements).
 - ✓ Match your records to the records schedules.
 - ✓ Prepare a "file plan."
 - ✓ Document your recordkeeping requirements and procedures.
 - ✓ Clean out records which are beyond the approved retention periods.
 - ✓ Organize your records.
 - ✓ Maintain your records on an on-going basis.
 - ✓ Train, train, train

Self checking -5	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided

1. What is Purposes of records?(2points)
2. What is good records will help you do the following?(2points)
3. What Is Ways of Storing and maintaining Records and documents? 2points)
4. Write at least four Maintaining workplace Records(2points)

ANSWER SHEET

Name: _____

Date: _____

Score = _____

Rating: _____

Note: Satisfactory rating - 10 points and above

Unsatisfactory - below 10 points

1

2

3

4

Operation sheet 1

Procedures of Assessing personal knowledge and skills against

Organizational benchmarks

1. Direct observation.
2. Questionnaires.
3. Consultation with persons in key positions, and/or with specific knowledge.
4. Review of relevant literature.
5. Interviews.
6. Focus groups.
7. Assessments/surveys.
8. Records & report studies.

Lab Test	Practical demonstration
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Name: _____ **Date:** _____

Time started: _____ **Time finished:** _____

Instructions: Given necessary reagents, tools and materials you are required to perform the following tasks within **2** hour.

Task 1. direct observation the problem of organization

Task 2. Prepare questionnaires to identify organizational bench mark

Task 3. asking the key person on the position

Task 4. Record and report the level of knowledge and skill of organization

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