



# Ethiopian TVET-System



## Water Supply and Sanitation supervision Level-IV

Based on **Feb, 2017 G.C.** Occupational Standard  
Module Title: Developing an operation plan

TTLM Code: EIS WSO4 TTLM 0920v1

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**This module includes the following Learning Guides**

**LG15: Prepare and Develop operational plan**

LGCode: EIS WS04 M05 LO1-LG-15

**LG16: Implement resource acquisition**

LGCode: EIS WSO4 M05LO2-LG-16

**LG17: Monitor operational performance**

LGCode: EIS WSO4 M05LO3-LG-17

<b>Instruction Sheet</b>	<b>Learning Guide15: Prepare and Develop operational plan</b>
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This learning guide is developed to provide you the necessary information regarding the following **content coverage** and topics:

- collecting and , analyzing Details of resource requirements
- relevant personnel, colleagues and specialist resource managers
- implementing Operational plans
- identifying and monitoring Key performance indicators (KPIs)
- Undertaking Contingency planning and consultation processes.
- Providing Assistanc in the development and presentation of proposals for resource requirements

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:**

- Collect and , analyze Details of resource requirements and relevant personnel, colleagues and specialist resource managers
- implemente Operational plansto contribute to the achievement of organization’s performance/business plan
- identify and monitoring Key performance indicators (KPIs)
- Undertake Contingency planning and consultation processes.
- Provide Assistance in the development and presentation of proposals for resource requirements

**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- 6”. Try to understand what are being discussed.
4. Accomplish the “Self-checks1,2,3,4 ,5 and 6 ” in each information sheets on pages 11,17,25,30,36 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).

Information Sheet-1	Collecting and , analyzing Details of resource requirements
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### 1.1. Introduction operational plan

In response to a simulated business scenario, you will research resource requirements and develop (or amend) an operational plan in consultation with relevant stakeholders. As a part of the development of your plan, you will set performance indicators, plan for contingencies, and obtain approval in accordance with organizational requirements.

For the development of an operational plan, an organization needs to be able to research, analyse and document the resources on the following points

- **The duration of the project;** when it will start and the aim of completion. This should include current and upcoming desired and clear goals. Timeframes should be set at the start with clear plans about the project.
- **Financial resources;** how much fund is currently available to sustain the project and any risk that may occur in the funding needs to be identified prior. It is important to be able to convince investors and suppliers about the plan and the resources needed to help achieve a profitable completion of the project.
- **Human resource and other capacity requirements;** evaluate the labour and the skills needed and available that are important to complete the project. It is important to consider where the human resources will come from and how many staff are required. This should include maintenance and servicing resources such as customer service.
- **Identify the risk and evaluate mitigation strategy;** what are these strategies and how to overcome if they were to arise. For instance, if there is a gap in resources, there need to be a plan to fill in the gap. So, all risks are evaluated and plans are devised to be prepared and also to minimise the occurrences of these risks. The ability to measure the performance to monitor improvements need to be available.

Requirements can be classified into various types, like business requirements, solution requirements, stakeholders' requirements, transition requirements, quality requirements, etc. Stakeholder's play an essential role in influencing the success of the project as they involve in determining, documenting, and managing the requirements. Requirements are regarded as the foundation of the WBS (Work Breakdown Structure) and for the project managers to work on a

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particular project would find it difficult without a requirement document because they won't have anything to work on.

## 1.2. Collect Requirements

The Collect Requirement is a process that determines, as well as documents and manages the needs and requirements of the stakeholders, to meet the objectives of the project management task. The documentation that takes place within the collect requirement process is considered important as it provides the foundation for defining and managing the scope of the project.

The collect requirements document contains details about the objectives that are needed to satisfy stakeholders' requirements and also to ensure the project satisfaction. The collect requirement acts as a framework that provides a baseline for the project's budget, schedule, and quality specifications, risk, and resources plan.

## 1.3. How to collect requirements for your project effectively

Collecting requirements for a project is a very vital part. In fact, collect requirements process helps to define project scope during scope management. There are some set of tools and techniques to gather project requirements. It seems practical to collect all requirements at the start using a requirement-gathering tool. This should ensure the project deliverable as sought. But in reality, it is more challenging in present scenario – Why? The reason is, today's scenario is dynamic in nature. Needs and requirements of project stakeholder's change frequently. So, it's a responsibility of Project-manager (PM) to ensure capturing all the requirements. PM needs to be very agile while collecting requirements. To do so, PM should use appropriate requirement gathering tools during the project life. PM needs to be wise in the selection of the requirements tools. PM would ensure not to miss any requirement in the project outcome. Because, in the end, PM is liable for the success of the project. Consider yourself and ask these questions.

- ✓ How many projects have you not been able to succeed due to requirement issues
- ✓ Have you faced challenges in gathering project requirements
- ✓ How well are you in translating stakeholders' all needs into project deliverables
- ✓ Do you always use your favorite requirement collection technique irrespective of situation

In this article, you'll understand requirements gathering techniques in detail. You'll be able to select right tool at right time.

### •Expert Judgment

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Listed below are the topics in which the individuals or groups should have specialized knowledge and expertise :



**Figure 1.1. Gathering requirements**

**1.3.1. Data Gathering:**

Data gathering is an important technique for facilitation &/or group creativity. Here, a group of people involves figuring out all project requirements. Ideas evolve through group creativity and help to determine requirements. There are several tools, we can use this technique. But the right selection depends on the type of needs or stakeholders including other complexities. Below is the list of tools under this technique:

- **Questionnaires and Surveys:**

- ✓ We use this requirement-gathering tool for large groups. Wherever there is a need to capture the requirements from various stakeholders. A large number of stakeholders doesn't permit to arrange a one-to-one interview. Also, it's not wise to call all them at one place, if they sit remotely. So, Questionnaire & Surveys give the opportunity to collect requirements of a big group of stakeholders. It also provides flexibility to stakeholders to take part as per their ease. Yet, to prepare the survey questions is another challenge, you have to be very careful about. Framing right/ relevant questions remove bias & help to collect real needs of stakeholders

- **Interviews:**

- A tool to engage personally with stakeholders to understand needs. Interviews can be facilitated through personal meetings or phone calls. It's a good practice to prepare a checklist before interviewing. This will ensure to capture all the requirements in a single meeting. Interviews can be elaborative; hence gives an opportunity to understand stated or unstated needs.
  
- **Focus groups:**
  - ✓ It's used, when we want to collect the needs from specific sets of stakeholders. Suppose you need to gather the needs of the top executive and process owners both. You can schedule separate meetings with the two. And gather the individual group's requirements.
  
- **Brain Storming:**
  - ✓ Also called as group thinking or group creativity. It evolves several new ideas and new requirements. People from different domains and functions come together for a meeting. They try to share their ideas and requirements with creative thinking. This technique is very useful when you don't have any preset need. And you try to explore new requirements for a new product.



Figure 1.2: Brain storming among cross functional team

- **Analysis** – At times stakeholders have unrealistic expectations for any new system. Since every project has a budget and other constraints, careful analysis must be performed to determine the cost, relevance, dependencies, and resources required to achieve each requirement

### 1.3.2. Data Analysis

Data analysis mainly deals with the processes that are related to document analysis. The primary purpose of document analysis is to review and assess all the relevant documents information. This process is used to obtain requirements by carefully analyzing the existing documents and identifying relevant details on the requirements.

### 1.3.3. How to Analyze Information

- Decide where you can find the information that you need.
- Gather the information from the sources that you identified.
- Quickly skim and scan the information.
- Determine accuracy, relevance and reliability of information. .
- Differentiate – is there anything unique about the information?

## 1.4. Resource requirement

### 1.4.1. goods and services to be purchased and ordered

- **Purchasing** is the formal process of buying goods and services. The purchasing process can vary from one organization to another, but there are some common key elements. The process usually starts with a demand or requirements – this could be for a physical part (inventory) or a service.
- **The Proper Sequence & Common Headaches**
  - ✓ Request for Quote/Proposal (from buyer to seller)
  - ✓ Quote/Proposal (from seller to buyer)
  - ✓ Purchase Order (from buyer to seller)
  - ✓ Invoice (from seller to buyer)
  - ✓ Payment (from buyer to seller)

### 1.4.2. human, physical and financial resources

- A **Resource Plan** identifies the physical resources required to complete a project. It lists each of the resource types (such as labor, equipment and materials) and how many of each you need. And finally, you need to schedule the consumption of each resource within the project
- **These resources can be categorized into three main categories:**

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- ✓ Physical resources, such as raw material, buildings, vehicles, transportation, storage facility, machines and factory.
  - ✓ Human resources, or staff, such as a talented engineer or marketing experts
  - ✓ Financial resources, such as cash, credit etc.
- **Human resources** are the people who make up the workforce of an organization, business sector, or economy.
  - **physical resources** of an organization include manufacturing equipment and tools, inventories, production, assembly, office building, money, storage and distribution facilities etc. Physical resources are tangible items that are used in the operation of the business. Some of the resources are used to operate the business or provide products and services. Some of the most common physical resources include raw materials, buildings and facilities, machinery, energy, and supplies
  - **Financial Resources** Finance provides two key services: planning and budgeting, accounting services. With respect to the planning and budgeting function, Finance is involved with such activities as providing financial input for the annual Business Plan, preparation and loading of budgets for organizational units, preparation of periodic financial situation reports (FSRs), and cost recovery forecasting and monitoring.

### 1.4.3. stock requirements and requisitions

The Stock Requisition (SR) document requests items stocked in inventory. It is recorded in the system as a pre-encumbrance. Date of Record. Defaults to the date the system accepts the document.

A material requisition form lists the items to be picked from inventory and used in the production process or in the provision of a service to a customer, usually for a specific job. The form usually has three purposes: To pick items from stock.

A material requisition, also known as a materials requisition form, or a material request, is a document used by the production department to request materials they need to complete a manufacturing process

Every request made for any stock or material needed to complete the tasks given by the management should be documented and compiled. This is in order to keep track of each and every request with the use of requisition forms. These forms are often utilized when the stocks

or materials are insufficient to have all things done. These could also be used as a basis for monthly stock inventory.

- **The Different Uses of the Stock Requisition Forms**

The forms for stock requisition are used for the prime reason to document all requisitions made. Further reasons are as follows:

- To track or trace who made the requisition.
- To monitor the stock in and stock out from the stockroom.
- To document who made the requests for the particular stock.
- To prove that a request has been made.
- To prove that the stocks are received in good condition.

**Self-Check -1**

**Written Test**

**Direction I:** Choose the best answer for the following questions. Use the Answer sheet provided in the next page: Each question worth 2 point

1. the processes that mainly deals with are related to document analysis
  - A. Brain Storming:
  - B. Data Analysis
  - C. Focus groups
  - D. Interviews
2. \_\_\_\_\_ is an important technique for facilitation &/or group creativity
  - A. Data Gathering
  - B. Questionnaires and Surveys
  - C. Analyze Information
  - D. Resource requirement
3. a process that determines, as well as documents and manages the needs and requirements of the stakeholders,
  - A. Collect Requirement
  - B. Expert Judgment
  - C. Data Gathering
  - D. Resource requirement
4. the formal process of buying goods and services
 

<ol style="list-style-type: none"> <li>A. Resource Plan</li> <li>B. Purchasing</li> <li>E.</li> </ol>	<ol style="list-style-type: none"> <li>C. Physical resources</li> <li>D. Human resources</li> </ol>
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5. The people who make up the workforce of an organization, business sector, or economy.
  - A. Resource Plan
  - B. Purchasing
  - C. Physical resources
  - D. Human resources

**Note: Satisfactory rating - 5 points**

**Unsatisfactory - below 5points**

**Answer Sheet-1**

Name: \_\_\_\_\_

Date: \_\_\_\_\_

**Choice Questions**

1. \_\_\_\_\_ 4. \_\_\_\_\_  
 2. \_\_\_\_\_ 3. \_\_\_\_\_ 5. \_\_\_\_\_

Score = _____
Rating: _____

<b>Information Sheet-2</b>	<b>relevant personnel, colleagues and specialist resource managers</b>
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## 2.1. Introduction

A good manager needs access to a number of resources to help themselves and the team get their job function done efficiently and effectively. Resources to get the job done should be readily available and on hand as required. Depending on the industry, there may be a requirement to pre-order or book resources, or it may be necessary to hire the resources needs. There are a number of resources that may be required which include: Resources such as additional staff members to get a project done Access to added materials General stationery Equipment and machinery as

Relevant personnel, colleagues and specialist resource managers may include: employees at the same level or more senior managers. Occupational health and safety committee/s and other people with specialist responsibilities. Supervisors. Union or employee representatives

Policies and procedures are an essential part of any organization. Together, policies and procedures provide a roadmap for day-to-day operations. They ensure compliance with laws and regulations, give guidance for decision-making, and streamline internal processes.

### 2.1. colleagues and specialist resource managers

Human resources managers regularly interact with people, such as to collaborate on teams, and must develop working relationships with their colleagues. Leadership skills. Human resources managers must coordinate work activities and ensure that staff complete the duties and responsibilities of their department.

#### 2.1.1. What are the duties of a resource manager?

Human Resource Manager Job Description and Responsibilities

- ✓ Professional Development.
- ✓ Appraisals.
- ✓ Maintaining Work Culture.
- ✓ Resolving Conflicts.
- ✓ Employee Relations.
- ✓ Rewards and Incentives.
- ✓ Legal Knowledge.
- ✓ Organization.
- ✓ Management.
- ✓ Payroll Management

## 2.2. Managers

The evolution of human resources since the early 1900s provides many challenges for human resources professionals. Traditionally referred to as the "personnel department," the focus of this department has shifted with expanding responsibilities due to changes in the organizations. What once were clearly defined duties of the human resources unit and the line manager are now blurred and sources of conflict

- **Role of the Line Manager**

Line managers are more production- and goal-oriented, as it is their role to make or save money for the company. Line managers are often referred to as supervisors, if at a more entry-level stage. Line managers are more hands-on oriented and responsible for getting the work done, maintaining employee performance and handling disciplinary issues.

- **The Role of the Human Resource Manager**

The human resources manager has a legal and moral responsibility to both the employee and the company with a much broader scope. Unlike the line manager, he is not directly responsible for the employee's performance. His role is to see that any issues are dealt with fairly, legally and in accordance with company policy.

- **Perceptions**

Line managers can see human resource managers as a hindrance and more like a "policy-manual-thumping" police department. Conversely, human resource managers can see line managers as "walking lawsuits" due to the lack of training and understanding of employment laws.

- **Solution**

Human resources managers should spend time with the line manager in learning the business and how goals are achieved. Line managers should be trained by human resources managers in legal and employee relations issues.

- **Looking Forward**

There seems to have been some positive meeting of the minds of human resources and line managers as work becomes more complex and employment laws more stringent. Human resources managers are also working toward better relationships with the line managers by increasing their understanding of the business.

## 2.3. occupational health and safety committees and other people with specialist responsibilities

Professionals who inspect workplaces to ensure compliance with safety and environmental standards are called occupational health and safety (OHS) specialists. They are also known as safety and health professionals, or OHS inspectors.

OHS specialists, most of whom have full-time positions, work in the public and private sectors. Many jobs are provided by the Occupational Safety and Health Administration and other federal agencies. Outside the government, OHS specialists are employed by hospitals, consulting companies, and factories.

Some work regular, daytime hours. Others are assigned to other shifts, or must be on call to respond to emergencies. These inspectors may specialize in certain types of facilities, like office buildings, hospitals, schools, manufacturing plants, or mines. In some cases, they consult with engineers and other experts before making recommendations.

### 2.3.1. Occupational Health and Safety Specialist Job Description

OHS specialists scrutinize all the mechanical systems in a building that must function properly to avoid adversely affecting workers, customers, or others. Workplaces should be well ventilated, and neither too hot nor too cold. Machinery and equipment need to be properly maintained, and employees require good lighting.

Government regulations and standards set by business owners must be met. They concern the mitigation of hazards in facilities, equipment, products, systems, and procedures. The goal is to prevent accidents that could cause injuries, and stop diseases from spreading. A working environment may contain chemical, biological, or radioactive materials.

In addition to making sure everything is safe and in good working order, OHS specialists suggest upgrades and alterations to equipment and systems. They conduct training sessions regarding health and safety for managers and employees.

## 2.4. other employees

In general, employers aren't required to allow employees to work from home. However, telecommuting can help prevent the spread of the illness by allowing employees to work without exposing themselves or others to the virus. Therefore, you should consider telecommuting as an option for jobs that can be performed remotely

An employer may also be able to sue in limited cases where the employee was a

- "skilled worker" who
- took intentional or reckless actions that involved fraud or intentional wrongdoing beyond the scope of her authority

## 2.5. people from a wide range of social, cultural and ethnic backgrounds, and people with a range of physical and mental abilities

The term “culturally and linguistically diverse” (CALD) is commonly used to describe people who have a cultural heritage different from that of the majority of people from the dominant Anglo-Australian culture, replacing the previously used term of people from a “non-English speaking background” (NESB).

- **Ethics and Values** Social workers shall function in accordance with the values, ethics, and standards of the NASW (2008) Code of Ethics. Cultural competence requires self-awareness, cultural humility, and the commitment to understanding and embracing culture as central to effective practice
- **Self-Awareness** Social workers shall demonstrate an appreciation of their own cultural identities and those of others. Social workers must also be aware of their own privilege and power and must acknowledge the impact of this privilege and power in their work with and on behalf of clients. Social workers will also demonstrate cultural humility and sensitivity to the dynamics of power and privilege in all areas of social work.
- **People from CALD backgrounds are not homogenous** The need to recognise that people from culturally and linguistically diverse backgrounds are not homogenous is consistently noted in literature and research relating to cultural diversity. There are many different cultural and ethnic groups, considerable diversity within each of these groups, as well as many other factors which affect each person’s identity. Similarly, a person may have a bicultural or multicultural heritage.

While a person’s cultural, ethnic, or religious identity is likely to have a significant influence, either conscious or unconscious, on their beliefs, behaviour, values and attitudes, there are a range of other factors that are relevant. These include, for example:

- ✓ the person’s age, gender, education and socioeconomic status
- ✓ the person’s level of proficiency in English
- ✓ the reason for migration and how long they have been living in Australia
- ✓ whether the person is a first, second or later generation Australian
- ✓ the extent to which they identify with a particular cultural or ethnic group
- ✓ the person’s level of acculturation into the dominant Australian culture
- ✓ other individual factors

## 2.6. supervisor

A supervisor, or also known as foreman, boss, overseer, facilitator, monitor, area coordinator, or sometimes gaffer, is the job title of a low level management position that is primarily based on authority over a worker or charge of a workplace. A supervisor can also be one of the most senior in the staff at the place of work, such as a Professor who oversees a PhD dissertation. Supervision, on the other hand, can be performed by people without this formal title, for example by parents. The term supervisor itself can be used to refer to any personnel who have this task as part of their job description.

An employee is a supervisor if he/she has the power and authority to do the following actions (according to the Ontario Ministry of Labour):

- ✓ Give instructions and/or orders to subordinates.
- ✓ Be held responsible for the work and actions of other employees.

If an employee cannot do the above, legally, he or she is probably not a supervisor, but in some other category, such as a work group leader or lead hand.

- Role & Responsibilities

Supervisors are uniquely positioned through direct daily employee contact to respond to employee needs, problems, and satisfaction. Supervisors are the direct link between management and the work force and can be most effective in developing job training, safety attitudes, safe working methods and identifying unsafe acts



**Self-Check -2**

**Written Test**

**Direction I:** Choose the best answer for the following questions. Use the Answer sheet provided in the next page: Each question worth 2 point

1. The Social workers shall function in accordance with the values, ethics, and standards of the NASW (2008) Code of Ethics
  - A. Ethics and Values
  - B. Cultural competence
  - C. Self-Awareness
  - D. ethnic backgrounds
2. Social workers shall demonstrate an appreciation of their own cultural identities and those of others
  - A. .Ethics and Values
  - B. Cultural competence
  - C. Self-Awareness
  - D. ethnic backgrounds
3. as foreman, boss, overseer, facilitator, monitor, area coordinator, or sometimes gaffer, is the job title of a low level management position
  - A. Employers
  - B. supervisor
  - C. Contractor
  - D. Manager

**Note: Satisfactory rating – 3 points**

**Unsatisfactory - below 3 points**

You can ask you teacher for the copy of the correct answers.

**Answer Sheet-1**

Name: \_\_\_\_\_

Date: \_\_\_\_\_

**Choice answer sheet**

Score = \_\_\_\_\_

1 \_\_\_\_\_

2. \_\_\_\_\_

3 \_\_\_\_\_

<b>Information Sheet-3</b>	<b>implementing Operational plans</b>
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**3.1. Introduction to an implement Operational Plan**

Basically, the Operational Plan is a plan for the implementation of strategies contained within the Strategic Plan. It is a management tool that facilitates the co-ordination of the organization’s resources (human, financial and physical) so that goals and objectives in the strategic plan can be achieved

As a manager with responsibility for the implementation of operational plans, you need to acquire the necessary resources so that plan outcomes can be achieved. Some organizations require a wide range of resources and others may need relatively few. The types of resources are determined by the nature of the business, the size of the organization, the strategic objectives and the corresponding targeted outcomes of the operational plan. The acquisition of resources for many organizations occurs in accordance with defined policies, practices and procedures.

The Operational Plan is a basic tool that directs the day-to-day activities of organizational staff. All staff should be aware of the existence of the operational plan, what its purpose is and why it is important to them. The Operational Plan is only as good as the diligence of staff in putting it into action.

**Implementing the Operational Plan**



**Regular Team Meetings**



**Allocating Responsibility**



**Revising Position Descriptions**



**Providing Training to Staff**



**Coaching and Mentoring**



**Monitoring and Measuring Systems**

To ensure that there is sufficient understanding of the operational plan, the highest echelons of management within the organization must thoroughly communicate the operational plan to staff.

Communication strategies can include:

- A series of staff / team meetings in which senior management are engaged in explaining key aspects of the operational plan and dealing with questions that staff raise about the plan.
- A breakdown of the overall operational plan into subsets and communication of each subset to the work team or section that takes responsibility. This enables the work team to more clearly understand, and be focused on, their part in implementing the whole plan.
- The development of systems that enable progress of strategies / tasks to be measured and reported within a work team, and to management.
- The provision of training so that staff may better understand their tasks and responsibilities, and especially how they can contribute to the overall achievement of the operational plan.
- Aspects of the Operational Plan can be described in position descriptions of employees

The implementation of the Operational Plan requires management to regularly monitor achievement and exert control to reduce any variance from the plan.

- Investigating on a regular basis of what has been achieved, and what has not
- Implementing corrective action where tasks are not achieved, or achieve on time
- Checking that resources will be available when needed
- Supervising, supporting and motivating the people of the organisation to ensure tasks are undertaken
- Adjusting the operational plan if there is a need
- Reporting problems to superiors e.g. directors, committee personnel, the Board Members of the organization

In response to a simulated business scenario, you will research resource requirements and develop (or amend) an operational plan in consultation with relevant stakeholders. As a part of the development of your plan, you will set performance indicators, plan for contingencies, and obtain approval in accordance with organizational requirements

### 3.2. Achieving Improved Organizational Performance

An organization (and its employees) will naturally function better when working towards a specific goal. Strategic planning must use the information available to determine whether certain areas of the business can be optimized. The optimization should align with the goals of

the company; key metrics for success should be tracked, such as customer retention, profitability, and revenue. Through the use of this data, planners will be able to both create relevant strategies *and* to determine whether these strategies are working as they should. As the strategy progresses, more specific data should be collected that will allow the business to continue to fine-tune its operations. Monitoring and reporting is one of the most critical phases of

### 3.3. Important Factors in Implementing an Operational Plan

An operational plan is a document that describes how you hope to get your product or service from an idea to production and distribution. It describes the steps you will take and spells out exactly how you plan to meet your objectives. It details the people involved, the finances necessary for implementation, the strategy to accomplish your plan, and the risks involved. It is a detailed document that accounts for all elements of your strategy, and is important for the ultimate success of both your plan and your company.

- **Human Factors**

One major factor to consider is the human factor. People will deeply influence the success of your plan and you must consider them early on in your planning process. Make sure you have enough people and are they properly trained. You should also research the experience level of your staff and whether they have successfully operated in this environment before. Analyze the costs of the people involved in the plan and when to hire and train employees where necessary. A human resource development strategy is an important first step.

- **Financial Factors**

Your operational plan must also consider all financial factors in order to be successful. Budget considerations and expenses are one of the first factors you need to consider and create. Income estimates for you plan are vital and need to predict with as much accuracy as possible. Anticipated profit margins and the costs to make your plan operational are also key factors and can require research to predict with reliability. Start-up costs must also be analyzed and placed into both your budget and operational plan.

- **Risk Factors**

Anticipating risks to your operational plan is an important and frequently overlooked element that must be accounted for. While there are always risks for any plan, creating a mitigation strategy for these risks is vital. Potential risks must be analyzed and plans to overcome them need to be created. You should also rank the risks according to the likelihood that they will occur, and then begin planning how to overcome them. Make your assessment of these risks thorough and actionable.

- **Operational Factors**

Operational factors focus on the implementation of your plan. Create time lines and define the team that will be charged with making your plan work. Establish guidelines and checkpoints and decide who will be responsible for each task and milestone. Consider who needs to be trained and how long the training will take. Allow time for the development of all materials and support activities necessary for the successful implementation of your plan. Select operational leaders and then discuss your strategy with them to gather support and buy-in.

### 3.4. Additional Components of an Operational Plan

When one thinks of an Operational Plan, one thinks of a document in landscape orientation that has a number of columns for strategies, responsibility, timelines, budget and performance measures. Operational Plan sample page. This document is the essential component.

However, there are a number of additional components of vital importance that can be inserted into an operational plan as appendices. For a sport organization, these components include: (follow the links for further information)



**Figure 3.1. diagram for operational plan**

- **Calendar of events** (or fixtures) for the whole year (or for the season)
- **Facility use schedules** (i.e. allocation of pitches, courts, or equipment to particular groups at particular times)
- **Resource maintenance schedules** (e.g. grass mowing, floor sweeping, line marking, equipment preparation and repair )
- **Training plan** for coaches, officials and event volunteers
- **Budgetary information** that provides a breakdown of anticipated expenditure per strategy/task
- **Details of Consultation** undertaken to develop the operational plan

The insertion of these additional components into the appendices of the Operational Plan help to create a more useful document that can be given to key personnel within the organization.

### 3.5. organizational plans

An operational plan is an important management tool that is the basis of the sport organization’s ability to provide a well-organized program of training, coaching and competition. The development of an operational plan requires a number of steps over a period of time that can be as much as 3 months of the year. In other words, operational planning must be a significant time commitment for sport managers or members of management committees.

There are some differences between sport organizations in the manner in which the operational plan is developed. For example, some organizations cater for team sports and some for individual sports. Team sports are usually seasonal whereas some individual sports may have all year training and competition.



**Figure 3.2. Planning diagram**

The diagram above indicates the best time of the year for operational planning for a sport club that caters for all year round competition for the membership. The process should start not later than around three months before the end of the year (or season). It is important to consider that the end of the year (or season) is often very busy. It can be cluttered with finals and special events. Therefore sports managers should aim to complete the operational plan four weeks before the season or year end. This allows essential planning tasks to be finalised before the organization closes down and contact with the membership is lost for a while.

Nevertheless there is a likelihood that the operational plan will require adjustments not only in the last month of the year but also at the start of the following year.

For a sport organization, the development of an Operational Plan needs to be accompanied a number of plans which need to be completed before the competition cycle begins over:

- The calendar of events (competition schedule)

- Allocation of coaching positions
- Equipment and clothing orders for the season/year
- Facility usage schedules
- Maintenance schedules
- The financial plan or budget

**3.6. tactical plans developed by the department or section to detail product and service performance**

Performance Measure Examples. Speed / Time: Transaction processing and Service Volume: Process improvement, eliminates unnecessary steps, and coordinates efforts of many, customer service. Measurement.Example. Number days to complete (lab results, reports, charts, audits)

This is specifies the outcomes required to provide support for operational practices and procedures within the organization’s productivity and profitability plans. This includes contributing to the operational plan, assisting in recruiting employees and acquiring resources, and monitoring and adjusting operational performance.

Frontline managers are actively engaged in planning activities to achieve the measurable, stated objectives of the team and the organization. This key role is carried out to provide safe, efficient and effective products and services to customer satisfaction within the organization’s productivity and profitability plans.

**This is related to Implement operational plan.**

- Consider co-assessment with Contribute to effective workplace relationships,
- Provide workplace information and resourcing plans,
- A Contribute to team effectiveness,
- A Maintain workplace safety
- Support continuous improvement systems and processes.

- **Tactical Planning.**

**Tactical planning** occurs after a business, team, or individual has created a strategic **plan** that outlines general goals and objectives. A **tactical plan** describes the steps and actions that must be taken to achieve the goals from the strategic **plan**

There is a clear need for anyone responsible for the formulation of a **plan** to **consult** with all persons who will be affected by the **plan**. For example, a budget for any area of organisation **operation should** not be set without **consultation** with people who work in that area of **operation**.

**Tactical plans** outline what each department needs to achieve, how it must do so and who has the responsibility for implementation. As an example, an HR strategic **plan** may include the following two strategic goals over the next five years with related **tactical plans** that include detailed actions.

### 3.7. The Guide to Successful Project Management

For mission-critical federal agencies and the contractors who work with them, successful project management is non-negotiable. But all too often, projects fall prey to shifting priorities, unclear goals, and confused execution.

How can your agency avoid the wasted time and money associated with stalled projects? We wrote The Guide to Successful Project Management to give you the answers. This free guide shows you how to establish clear goals, achieve them efficiently, and move your organization forward. It also provides you with some tools that should make it easier to accomplish these steps along the way.

In the guide, you'll learn Big Sky's approach to project management including:

- What every agency needs to know about project selection
- How to overcome the most common project realization challenges
- The principles of effective organizational decision-making
- The importance of project monitoring
- How to ensure that your projects deliver results every time
- Why project maintenance is critical to success
- A step-by-step checklist for successful project management



figure 3.3. guide to successful project

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<b>Self-Check -3</b>	<b>Written Test</b>
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**Directions:** Choose the best answer for the following questions. Use the Answer sheet provided in the next page: Each question worth 2 point

1. One major factor to consider is the human factor
  - A. Human Factors
  - B. Financial Factors
  - C. Risk Factors
  - D. ALL
2. Budget considerations and expenses are one of the first factors you need to consider and create
  - A. Human Factors
  - B. Financial Factors
  - C. Risk Factors
  - D. ALL
3. Focus on the implementation of your plan
  - A. Operational Factors
  - B. Human Factors
  - C. Risk Factors
  - D. Financial Factors

**Note: Satisfactory rating - 3 points**

**Unsatisfactory - below 3points**

You can ask you teacher for the copy of the correct answers.

**Answers for True or False item**

1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_,

<b>Information Sheet-4</b>	<b>identifying and monitoring Key performance indicators (KPIs)</b>
----------------------------	---

#### 4.1. Introduction to monitoring Key performance indicators (KPIs)

Approaches for developing KPIs There are a number of approaches to developing KPIs. Organizations need to identify approaches that are most relevant to their unique business outcomes and planning activities. Below are some guidelines on different approaches that can be used for developing KPIs.

The key components of a complete operational plan include:

- **Lifecycle approach** KPIs may be developed using a lifecycle approach. For example, in managing a project, KPIs would focus on each stage of the project life cycle such as design, planning, implementation and finalization. The use of a lifecycle approach to developing KPIs ensures they are assigned at all stages of the lifecycle from start to end.
- **Statutory and regulatory requirements** It may be appropriate to focus the selection of KPIs on statutory and regulatory requirements and obligations. For example, a KPI could be developed that requires the appropriate authority to undertake a regular audit to assess compliance with the legislation.
- **Risk-based approach** The risk-based approach identifies those specific services, functions or activities that may have a negative or detrimental impact on an organisation. By identifying areas of risk, KPIs can be used to measure progress towards mitigating the risk.
- **Cause and effect** A suggested approach is to examine specific areas of concern using the cause and effect technique. This technique helps identify KPIs for addressing the fundamental or underlying cause of ineffective or inefficient services, functions or activities. The approach analyses the cause(s) and identifies KPIs that address the effect. By addressing the effect, improvements can generally be achieved.
- **Levels** Organizations can assign KPIs at two levels:
  - ✓ Strategic KPIs should address the measurements required at a high level in the organization and take a top-down approach.
  - ✓ Operational KPIs should be approached from the ground up. At this level, KPIs measure functions and activities of an operational nature.

**Key performance indicators** May refer to: measures for monitoring or evaluating the efficiency or effectiveness of a system, and which may be used to demonstrate accountability and to identify areas for improvements

In the world of monitoring and evaluation (M&E) three approaches can be identified:

- Result-oriented,
- constructivist and
- reflexive Every approach includes principles, methods and tools that can be used for projects that have the ambition to contribute to (system) innovation.

The purpose of monitoring, evaluation and learning practices is to apply knowledge gained from evidence and analysis to improve development outcomes and ensure accountability for the resources used to achieve them

There are three basic categories of monitoring;

- technical monitoring,
- functional monitoring and
- Business process monitoring.

At the programme level, the purpose of monitoring and evaluation is to track implementation and outputs systematically, and measure the effectiveness of programmes. It helps determine exactly when a programme is on track and when changes may be needed

Monitoring and Evaluation (M&E) is used to assess the performance of projects, institutions and programmes set up by governments, international organisations and NGOs. Its goal is to improve current and future management of outputs, outcomes and impact. Monitoring is a continuous assessment of programmes based on early detailed information on the progress or delay of the ongoing assessed activities. An evaluation is an examination concerning the relevance, effectiveness, efficiency and impact of activities in the light of specified objectives.

Monitoring and evaluation processes can be managed by the donors financing the assessed activities, by an independent branch of the implementing organization, by the project managers or implementing team themselves and/or by a private company.

- **Evaluation**

The M&E is separated into two distinguished categories: evaluation and monitoring. An evaluation is a systematic and objective examination concerning the relevance, effectiveness, efficiency and impact of activities in the light of specified objectives. The idea in evaluating projects is to isolate errors in order to avoid repeating them and to underline and promote the successful mechanisms for current and future projects.

An important goal of evaluation is to provide recommendations and lessons to the project managers and implementation teams that have worked on the projects and for the ones that will implement and work on similar projects.

- **Monitor**

Monitoring is a continuous assessment that aims at providing all stakeholders with early detailed information on the progress or delay of the ongoing assessed activities. It is an oversight of the activity's implementation stage. Its purpose is to determine if the outputs, deliveries and schedules planned have been reached so that action can be taken to correct the deficiencies as quickly as possible.

Good planning combined with effective monitoring and evaluation, can play a major role in enhancing the effectiveness of development programs and projects. Good planning helps focus on the results that matter, while monitoring and evaluation help us learn from past successes and challenges and inform decision making so that current and future initiatives are better able to improve people's lives and expand their choices.

- **Importance**

Although evaluations are often retrospective, their purpose is essentially forward looking. Evaluation applies the lessons and recommendations to decisions about current and future programmes. Evaluations can also be used to promote new projects, get support from governments, raise funds from public or private institutions and inform the general public on the different activities.

- **Performance measurement**

The credibility of findings and assessments depends to a large extent on the manner in which monitoring and evaluation is conducted. To assess performance, it is necessary to select, before the implementation of the project, indicators which will permit to rate the targeted outputs and outcomes. According to the United Nations Development Programme (UNDP), an outcome indicator has two components: the baseline which is the situation before the programme or project begins, and the target which is the expected situation at the end of the project. An output indicator that does not have any baseline as the purpose of the output is to introduce something that does not exist yet.

There are 5 key performance indicators

- Revenue per client/member (RPC) The most common, and probably the easiest KPI to track is Revenue perClient a measure of productivity.
- Average Class Attendance (ACA)
- Client Retention Rate (CRR)
- Profit Margin (PM)
- Average Daily Attendance (ADA)

Measure performance using KPITo be effective, a KPI must:

- Be well-defined and quantifiable.
- Be communicated throughout your organization and department.
- Be crucial to achieving your goal. (Hence, key performance indicators.)
- Be applicable to your Line of Business (LOB) or department.

Key Performance Indicator

- **Profit:** This goes without saying, but it is still important to note, as this is one of the most important performance indicators out there. Don't forget to analyze both gross and net profit margin to better understand how successful your organization is at generating a high return.
- **Cost:** Measure cost effectiveness and find the best ways to reduce and manage your costs.
- **LOB Revenue Vs. Target:** This is a comparison between your actual revenue and your projected revenue. Charting and analyzing the discrepancies between these two numbers will help you identify how your department is performing.
- **Cost Of Goods Sold:** By tallying all production costs for the product your company is selling, you can get a better idea of both what your product markup should look like and your actual profit margin. This information is key in determining how to outsell your competition.
- **Day Sales Outstanding (DSO):** Take your accounts receivable and divide them by the number of total credit sales. Take that number and multiply it by the number of days in the time frame you are examining. Congratulations—you've just come up with your DSO number! The lower the number, the better your organization is doing at collecting accounts receivable. Run this formula every month, quarter, or year to see how you are improving.

- **Sales By Region:** Through analyzing which regions are meeting sales objectives, you can provide better feedback for underperforming regions.
- **LOB Expenses Vs. Budget:** Compare your actual overhead with your forecasted budget. Understanding where you deviated from your plan can help you create a more effective departmental budget in the future.

<b>Self-Check -4</b>	<b>Written Test</b>
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. is a systematic and objective examination concerning the relevance, effectiveness, efficiency and impact of activities in the light of specified objectives
  - A. evaluation
  - B. monitoring
  - C. Performance
  - D. Implementation
  
2. is a continuous assessment that aims at providing all stakeholders with early detailed information on the progress or delay of the ongoing assessed activities
  - A. evaluation
  - B. monitoring
  - C. Performance
  - D. Implementation

**Note: Satisfactory rating – 2 and above points      Unsatisfactory - below 2 points**

You can ask you teacher for the copy of the correct answers.

Name: \_\_\_\_\_

Date: \_\_\_\_\_

**PART I. Multiple Choice items**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Score = _____
Rating: _____

Information Sheet-5	Undertaking Contingency planning and consultation processes.
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### 5.1. Undertaking Contingency planning

**Contingency planning** rental, hire purchase or alternative means of procurement of required materials, equipment and stock contracting out or outsourcing human resource and other functions or tasks restructuring of organization to reduce labor costs strategies for reducing costs, wastage, stock or consumables diversification of outcomes recycling and re-use finding cheaper or lower quality raw materials and consumables seeking further funding increasing sales or production risk identification, assessment and management processes succession planning

- **Contingency planning**

A contingency plan is a course of action designed to help an organization respond effectively to a significant future event or situation that may or may not happen. A contingency plan is sometimes referred to as "Plan B," because it can be also used as an alternative for action if expected results fail to materialize.

The purpose of a contingency plan is to allow an organization to return to its daily operations as quickly as possible after an unforeseen event. The contingency plan protects resources, minimizes customer inconvenience and identifies key staff, assigning specific responsibilities in the context of the recovery.

Contingency planning aims to prepare an organization to respond well to an emergency and its potential humanitarian impact. Developing a contingency plan involves making decisions in advance about the management of human and financial resources, coordination and communications procedures, and being aware of a range of technical and logistical responses. Such planning is a management tool, involving all sectors, which can help ensure timely and effective provision of humanitarian aid to those most in need when a disaster occurs. Time spent in contingency planning equals time saved when a disaster occurs. Effective contingency planning should lead to timely and effective disaster-relief operations.

- **The contingency planning process can basically be broken down into three simple questions:**

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- What is going to happen
- What are we going to do about it
- What can we do ahead of time to get prepared

This guide helps planners think through these questions in a systematic way. Contingency planning is most often undertaken when there is a specific threat or hazard; exactly how that threat will actually impact is unknown. Developing scenarios is a good way of thinking through the possible impacts. On the basis of sensible scenarios it is possible to develop a plan that sets out the scale of the response and the resources needed.

Our new Contingency planning guide (see right) breaks contingency planning down into five main steps, shown in the diagram below. Each step is covered by a separate chapter in the guide.

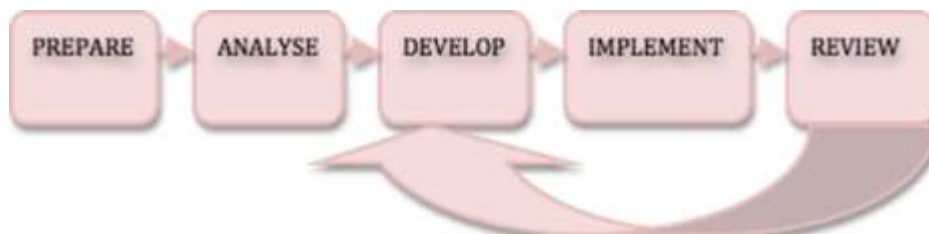


Figure 5.1. Contingency planning guide

In order to be relevant and useful, contingency plans must be a collaborative effort. They must also be linked to the plans, systems or processes of other government, partner or Movement bodies at all levels – national, regional and global. There is a suggested format for contingency plans annexed to the guide and also a collection of training modules available from the IFRC.

The **key elements** of a **contingency plan** are “

- protection,
- detection, and
- Recoverability.”

**Contingency planning** May refer to:

- contracting out or outsourcing human resources and other functions or tasks
- diversification of outcomes
- finding cheaper or lower quality raw materials and consumables
- increasing sales or production
- recycling and re-use

- rental, hire purchase or alternative means of procurement of required materials, equipment and stock
- restructuring of organisation to reduce labour costs
- risk identification, assessment and management processes
- seeking further funding
- strategies for reducing costs, wastage, stock or consumables
- succession planning
- restructuring of organisation to reduce labour costs
- risk identification, assessment and management processes
- seeking further funding
- strategies for reducing costs, wastage, stock or consumables

## 5.2. Understanding Consultation processes may

Consultation processes may refer to: meetings, interviews, brainstorming sessions, email/intranet communications, newsletters or other processes and devices which ensure that all employees have the opportunity to contribute to team and individual operational plans mechanisms used to provide feedback to the work team in relation to outcomes of consultation

Consultation is an active process in which organization management opens formal and informal communication channels between the organization and its stakeholders.

There are four consultation options:

- full public,
- targeted,
- confidential and
- Post-decision.

How to plan and conduct an effective stakeholder consultation:

- Start planning as early as possible.
- Clearly articulate purpose and objectives of the meeting.
- Linking documentation together makes your meeting stronger.
- Have good food for your stakeholders.

**Consultation processes May refer to:** mechanisms used to provide feedback to the work team in relation to outcomes of consultation

Meetings, interviews, brainstorming sessions, email/intranet communications, newsletters or other processes and devices which ensure that all employees have the opportunity to contribute to team and individual operational plans

### 5.3. Planning & consultation stage

The planning and consultation stage of change management means developing and documenting the objectives to be achieved by the change and the process that will be undertaken to achieve them. This is a critical stage; it is important to take the time to ensure that the change initiative is carefully and appropriately planned, documented and approved in The planning stage involves:

- assessing and communicating the need for change (the 'why')
- setting a clear vision / strategy / objective (s) for the change (the current vs. future state); this will be used to measure success later in the process
- clearly articulating that vision / objective / goal for the change (the 'why')
- documenting the case for change
- identifying those structures / processes / behaviors that will:
  - ✓ stop
  - ✓ start and
  - ✓ Continue in the new structure (this can be done through group discussion).
- developing the change implementation plan (project plan) including a communication plan
- allocating roles and responsibilities in the change process
- considering how the change effectiveness will be measured and how it will be maintained/ reinforced /consolidated.accordance with ANU frameworks.

### 2.2. Communication & consultation

People will react differently to change and at a different pace; for some the change will be welcome and for others it can be a concern; it is important that their reactions (be they positive or negative) are recognized and addressed appropriately. Ongoing communication and consultation is therefore an important aspect of implementing any change process. **Consider how** employee productivity and motivation will be sustained through the period of uncertainty.

Consultation generally occurs with people who may be adversely affected by, or have a specific interest in, a resource consent application, and is essentially a process about:

1. providing enough information to an interested or affected party to enable them to understand a proposed activity
2. discussing the resource consent application with them
3. receiving any comments they might have on the proposal and, where appropriate, amending the proposal to be more acceptable to the consulted parties
4. gaining all the necessary information to provide a thorough and complete application.

When consultation occurs, it should be made clear that the primary objective is a genuine exchange of information and points of view between applicants and people affected or interested in a proposal. It should also be clear that consultation is different to obtaining written approvals from affected parties as part of the notification/non-notification process, though that may be an outcome of the process following consultation in processing an application.

Although there is no statutory duty under the RMA to consult on resource consents, consultation can provide many benefits, including:

- helping an applicant to modify a resource consent application to reduce adverse environmental effects and make it more acceptable (if possible) to affected parties or the wider community
- helping to ensure that all potential effects on the environment have been identified and addressed in the application
- providing information to the local community about a future change that may occur in the area
- building better relationships between the applicant, the council, and any consulted parties, including tangatawhenua
- helping the resource consent proposal encounter less opposition in the later stages of the consenting process
- producing a better proposal with more acceptable outcomes.

<b>Self-Check -5</b>	<b>Written Test</b>
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**Directions:** Choose the best answer for the following questions. Use the Answer sheet provided in the next page:

1. is a course of action designed to help an organization respond effectively to a significant future event or situation that may or may not happen
  - A. purchase or alternative
  - B. reducing costs
  - C. Contingency planning
  - D. management processes
2. all are The **key elements** of a **contingency plan except one**
  - A. protection
  - B. detection
  - C. Recoverability
  - D. diversification
3. to: meetings, interviews, brainstorming sessions, email/intranet communications, newsletters or other processes
  - A. Consultation processes
  - B. restructuring of organisation
  - C. recycling and re-use
  - D. Contingency planning

**Note: Satisfactory rating – 3 and above points      Unsatisfactory - below 3 points**

You can ask you teacher for the copy of the correct answers.

Answer Sheet-5

Name: \_\_\_\_\_

Date: \_\_\_\_\_

Part:-multiple choice

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

<b>Information Sheet-6</b>	Assistance is provided in the development and presentation of proposals for resource requirements
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The focus of monitoring and evaluation is to enhance the effectiveness of assistance by establishing a clear link between past, present and future interventions and results. Monitoring and evaluation can help an organization to extract, from past and ongoing activities, relevant information that can subsequently be used as the basis for programmatic fine-tuning, reorientation and planning. Without monitoring and evaluation, we would not be able to judge if we are getting where we want to go, whether we can credibly claim progress and success or how to improve on our efforts.

<b>Self-Check -6</b>	<b>Written Test</b>
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

**I.TRUE OR FALSE ITEMS**

1. Monitoring and evaluation can help an organization to extract, from past and ongoing activities,

Answer Sheet-6

Name: \_\_\_\_\_

Date: \_\_\_\_\_

**Short Answer Questions**

1. \_\_\_\_\_

Score = _____
Rating: _____

**Note: Satisfactory rating – 2 points**

**Unsatisfactory - below 2 points**

You can ask you teacher for the copy of the correct answers.

<b>Instruction Sheet</b>	<b>Learning Guide#16: Implement resource acquisition</b>
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This learning guide is developed to provide you the necessary information regarding the following **content coverage** and topics:

- Recruiting and inducting organization's policies, practices and procedures.
- Planning and implementing acquisition of physical resources and services

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:

- Recruit and inductee within organization's policies, practices and procedures.
- Plans are implement for acquisition of physical resources and services within organization's policies, practices and procedures

**Learning Instructions:**

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described below
3. Read the information written in the "Information Sheets 1- 2". Try to understand what are being discussed. Accomplish the "Self-checks 1 & 2" in each information sheets on pages 44, &48.



<b>Information Sheet-1</b>	<b>Recruiting and inducting organization’s policies, practices and procedures</b>
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### **1.1. Introduction to Recruiting and inducting organization’s policies, practices and procedures**

Every recruitment activity is an opportunity to make a selection decision that is ‘Fit for Purpose’. That is, a decision that is consistent with the mission and values of the organisation, one that is strategically aligned and meets the organisational unit’s business requirements now and into the future.

Recruitment and selection policy and procedures, together with its mission and values are designed to underpin and support the achievement strategic objectives. These procedures assist those involved in the recruitment and selection process to navigate the external and internal environments in which operates.

In order to realise its student enrolment plan, have a strong research culture and a culture of excellence, must be flexible and agile in identifying talent pipelines and in attracting and retaining a high performing, productive and engaged workforce to meet the challenges of a competitive and changing domestic and global higher education market.

These procedures support the recruitment and selection process and provide information and practical advice for all those involved and should be read in conjunction with the Recruitment and Selection Policy (the Policy).

These procedures provide an overview of the recruitment and selection process and cover the following four (4) key elements:

- Preparing to Recruit;
- Advertising;
- Selection; and
- Appointment.

Recruiting the right people for your business is probably the most important responsibility for a manager. Recruiting the wrong people can be extremely costly and damaging to your business. The rewards for recruiting the right people can be significant, in terms of financial success, loyalty and organisational culture.

As a manager with responsibility for the implementation of operational plans, you need to acquire the necessary resources so that plan outcomes can be achieved. Some organisations require a wide range of resources and others may need relatively few. The types of resources

are determined by the nature of the business, the size of the organisation, the strategic objectives and the corresponding targeted outcomes of the operational plan. The acquisition of resources for many organisations occurs in accordance with defined policies, practices and procedures. Such policies, practices and procedures may consider the aspects shown below.

- **Standard operating procedures**

Standard operating procedures (SOPs) clearly define the process of acquiring resources and employees are required to follow the procedures. The SOPs may vary depending on the specific size or value of the resources to be obtained. A distinct advantage of having SOPs is that all tasks are well-documented and readily available for managers to use. Following SOPs will generate standard records and thus make the acquisition of resources a consistent process with reliable outcomes

- **Organisational culture**

Organisational culture is defined as the attitudes, experiences, beliefs and values of an organisation that have developed over time and are shared by the employees and people within it. Good organisational culture can benefit an organisation with cooperation and communication supporting the acquisition of resources – which can occur in an efficient and effective manner rather than one that is detailed and lengthy. For example, loaning several reams of paper from another department, instead of formally obtaining paper through the supply department (which takes two days).

- **Organisational guidelines**

Organisational guidelines for acquiring human and physical resources are generally well-documented and are part of the standard procedures that managers must follow. The level of delegated authority held by a manager may determine the level of commitment they can make in acquiring resources.

- **Policies and procedures are an essential part of any organization.**

Together, policies and procedures provide a roadmap for day-to-day operations. They ensure compliance with laws and regulations, give guidance for decision-making, and streamline internal processes

Operational policies and procedures are part of the “internal law” of an international organization. For current purposes, “internal law” refers to the combination of the constitutive documents of the organization and the rules and regulations that it develops to govern the way in which it implements its mandate.

- **But generally speaking, these are some common company policies and procedures you should put in writing.**

- ✓ Code of conduct.
- ✓ Attendance/vacation/time off policy.
- ✓ Equal opportunity and non-discrimination policies.
- ✓ Workplace safety.
- ✓ Alcohol, drug-free workplace, smoking, cannabis policies.
- ✓ Whistleblower policy

Policies and procedures must reflect legislation and ethical standards of the community ... the organisation's strategic plan; policy documents, for example, providing ... ethics in practice; duty of care guidelines which include confidentiality, and ... If you get the opportunity through a CSI related job or vocational placement,

## 1.2. The Role of Strategy, Policies, Planning, and Procedures

- Evaluate the organization's policies, standards, and procedures; and the processes for their development, approval, implementation, and maintenance to ensure that they support the IT strategy and comply with regulatory and legal requirements.
- Evaluate management practices to ensure compliance with the organization's IT strategy, policies, standards, and procedures.

- **Policies and Procedures**

Policies are high-level documents developed by management to transmit its guiding strategy and philosophy to employees. Management and business process owners are responsible for the organization and design of policies to guide it toward success. Policies apply a strong emphasis to the words of management. They define, detail, and specify what is expected from employees and how management intends to meet the needs of customers, employees, and stakeholders. Policies can be developed internally, or can be based on international standards such as Common Criteria or ISO 17799:

One specific type of policy is the organization's security policy. Security policy dictates management's commitment to the use, operation, and security of information systems and assets. It specifies the role security plays within the organization. Security policy should be driven by business objectives and should meet all applicable laws and regulations. The security

policy should also act as a basis to integrate security into all business functions. It serves as a high-level guide to develop lower-level documentation, such as procedures. The security policy must be balanced, in the sense that all organizations are looking for ways to implement adequate security without hindering productivity. The issue also arises that the cost of security cannot be greater than the value of the asset



**Figure 2.4**Balancing security and productivity.

<b>Self-Check -1</b>	<b>Written Test</b>
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page

**Part I. True or False items**

1. Policies are high-level documents developed by management to transmit its guiding strategy and philosophy to employees
2. Evaluate management practices to ensure compliance with the organization's IT strategy, policies, standards, and procedures
3. Organisational culture is defined as the attitudes, experiences, beliefs and values of an organisation
4. Good organisational culture can benefit an organisation with cooperation and communication supporting the acquisition of resources
5. Standard operating procedures (SOPs) clearly define the process of acquiring resources and employees are required to follow the procedures.

**Answer Sheet**

**Name:** \_\_\_\_\_ **Date:** \_\_\_\_\_

Score = _____
Rating: _____

**TRUE OR FALSE ITEMS**

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

<b>Information Sheet-2</b>	<b>Planning and implementing acquisition of physical resources and services</b>
----------------------------	---

## 2.1. Acquiring and Using Physical Resources

As a Team Leader you need to understand how to acquire and use physical resources. Whenever resources are acquired it is important that the organization's policies and procedures are followed. Some organizations have preferred suppliers of physical resources or services.



**Figure 2.1. Acquiring Physical Resources**

Often an organisation will have specific order forms, such as Purchase Order forms, that need to be completed when ordering physical resources. Using these forms will reduce the time and cost involved in administering the purchasing process. These forms and the process for completing them should be documented as part of the Policy and Procedures Manual.

### 2.1.1. Using Physical Resources:

Some organisations have procedures and systems in place to monitor the use of physical resources.

- **acquire resources**
  - ✓ Pre-assignment from other projects.
  - ✓ Negotiation with other project/functional managers.
  - ✓ Acquire resources from outside the organization.
  - ✓ Virtual teams.
  - ✓ Decisions, decisions, decisions.
  - ✓ Physical resource assignment document.
  - ✓ Team assignments document.
  - ✓ Project resource calendars.

It is important that the organisation's procedures and systems are followed to help ensure that the use of physical resources can be accurately monitored and controlled.

## 2.2. Resource Acquisition

Once you get the basics in line, you need to start defining the project and estimate the resources necessary to move the project forward. This is where things can get tricky. Not only

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do you need to define “when” the project needs to be completed, but you have to find the resources and get them allocated to meet your needs. In order to manage the effort involved in obtaining your resources, you’ll need to arm yourself with a number of things. This process is Resource Acquisition. The tools below will help you during this process, and should be kept at hand throughout the project timeline to ensure the right roles are filled with the right people.

- **Project Management Plan:** This is the essential tool that you need to start the process. It is a formal, approved document that guides both project execution and project control. The plan ensures that the team documents assumptions and decisions, drives communication with stakeholders and contains the basic project scope, cost and schedule baselines. A project plan can be detailed at any level. Most of mine are fairly simple but they can be comprehensive when it’s necessary.
- **Project Timeline:** In order to get the resource conversation going, you need to develop a project timeline. This is essential to start any conversation with a resource manager. The timeline shouldn’t be developed with hard dates, but should be done in weeks or months to illustrate the project’s potential time frame.
- **Initiate:** This is where you capture all the activities that I have mentioned above. It’s the time when you form the team, put together the major plan, acquire resources etc. All of these items can be considered tasks on the project plan, with start and end dates to be tracked. If you don’t set those up, you may lose sight of how long each item takes and the project’s earlier phases can drag on a little too much. At the beginning of the project, it will be one of the most detailed phases because of the knowledge you have to get started.
- **Define:** This is where you gather the business requirements and get those locked down. It’s important to have the business side provide them to the team and review them. Most of the time, business partners don’t provide fully vetted requirements. There is typically a timeframe in which the team needs to do some Use Case development and understand current processes, to ensure the technical team fully understands the needs and agrees that the requirement document contains the appropriate items. This is also the phase in which the team can start to look at how the project will fit architecturally within current systems, and start making some broad decisions about the effort.
- **Design:** This is the phase when the functional requirements and solution design comes together. The project team should be describing what the end result will look like and be putting together the “how” to solution it.

- **Build & Test:** This is pretty simple: It's where the project team creates the solution based on the output of the Design phase. At the end of this phase, most projects “Go to Production” as the final step. You can also consider including the Close items here.
- **Close:** This is the time when teams should review the project as a whole and provide feedback. I tend to leverage the Retrospective from Agile teams because it feels more positive and doesn't place blame. It is a forward thinking tool – how can we do better? How you close out your project will depend greatly on your company and the flexibility of your organization.



<b>Self-Check -2</b>	<b>Written Test</b>
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

**Choose the best answer**(Each question worth 2 points)

1. It is where you gather the business requirements and get those locked down
  - A. Design
  - B. Define:
  - C. Initiate:
  - D. Close
  
2. the phase when the functional requirements and solution design comes together
  - A. Design
  - B. Define:
  - C. Initiate:
  - D. Close
  
3. the time when teams should review the project as a whole and provide feedback
  - A. Design
  - B. Define:
  - C. Initiate:
  - D. Close

**Answer Sheet-2**

Name: \_\_\_\_\_

Date: \_\_\_\_\_

**Part:-multiple choice**

1. \_\_\_\_\_                      4. \_\_\_\_\_
2. \_\_\_\_\_                      5. \_\_\_\_\_
3. \_\_\_\_\_

**Note: Satisfactory rating – 10 and above points**

**Unsatisfactory - below 10points**

You can ask you teacher for the copy of the correct answers.

**Instruction Sheet**

**Learning Guide 17: Monitor operational performance**

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

- Monitoring and assessing progress Performance systems and processes
- Analyzing and monitoring budget and actual financial profit/productivity performance.
- Identifying and prompting action taken Unsatisfactory performance
- Mentoring, coaching and supervision are provided to use resources effectively

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:

- Monitor and assess progress Performance systems and processes achieving profit/productivity plans and targets.
- Analyze and monitor budget and actual financial profit/productivity performance.
- Identify and prompting action taken Unsatisfactory performance
- Mentor, coach and supervision are provided to use resources effectively

**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 Sheets1- 4”. Try to understand what are being discussed.
4. Accomplish the “Self-checks 1,2,3,& 4” in each information sheets on pages on pages 58,62,67 and 71.
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 on pages 72
7. After you accomplish Operation sheets and LAP Tests, on page 73 ensure you have a formative assessment and get a satisfactory result; Then proceed to the next LG.\_\_\_\_.

Monitoring operations requires management oversight, employee feedback and customer reviews. Improving workplace operations requires analyzing collected data to identify the underlying problems and to find resolutions and methods to deal with them

Development and implementation are only part of the overall process of managing operational plans. Monitoring and reviewing operational performance is also vital to ensure progress is being made towards the organisation’s goals, contingency plans are in place and information is being documented properly. In this topic you will learn how to:

- 3A Develop, monitor and review performance systems and processes
- 3B Use financial information to monitor and review profit and productivity performance
- 3C Identify under-performance, recommend solutions and rectify the situation
- 3D Ensure mentoring and coaching are provided to support the effective, economical and safe use of resources
- 3E Negotiate recommendations for variations to operational plans
- 3F Ensure procedures and records associated with performance documentation are managed appropriately

**1.1. Identify under-performance, recommend solutions and rectify the situation**

Managing operational plans involves identifying, addressing and managing problems that arise. Financial analysis reports, production and product rejection reports, feedback from suppliers, customer complaints analysis, accident reports, equipment failure advice and analysis, observation in the workplace and informal discussions can bring problems to your attention. How you determine a solution to a problem depends on the severity of the issue and potential impact if an identified problem is not addressed. The solution to some problems is obvious, such as a simple repair to a piece of equipment. Being proactive in pre-empting a problem, considering solutions and taking appropriate action will, in most cases, have the least impact on the organisation. In general, a reactive approach in responding to a failure or an incident will cost the most in terms of disrupted production, lost time and money. An incident can even have fatal consequences if it relates to serious equipment failure that could have been foreseen. Some examples of methods that can be used to identify problems are provided below.

Methods of identifying problems

- Routine service and maintenance reports on equipment including vehicles and machinery
- Workplace inspections or audits by a WHS officer or representative
- Variation in production reports
- Number of customer complaints and the area of those complaints
- Customer feedback or requests

- Plant or equipment failure and breakdown, including computer systems or communications such as telephone or internet
- Analysis of incidents/accident reports
- Backlog of orders being fulfilled • Emergencies such as fire and chemical spills
- Conflict in the workplace between workers
- Reports on breaches of compliance (legislative or codes of practice)
- Staff performance appraisals

## 1.2. Getting the new management system operational and reviewing its performance to determine if it is working

Implementing a new management system can be helped by generating an operational plan that outlines, in detail, what would need to be done by whom, by when, and where. This includes identifying all the activities that need to change, any additional activities needed plus those activities no longer needed. The complete set of the required activities and their timelines with the resources available should show whether the proposed set of management arrangements is feasible or if they need to be revised.

When the feasibility of the system is confirmed, all proposed fishery management actions and arrangements need to be incorporated into a formal Fisheries Management 'Plan' which has an appropriate legal basis. This can require drafting legislation or regulations but for community based fisheries other less formal documentation may be applicable.

Monitoring, evaluation and review of performance is a critical step in the adaptive management planning process. It is essential both to ensure adequate performance is being generated against current objectives but also that the fishery is maintaining relevance with community expectations. The review process includes three inter-related cycles.

- ✓ **Frequent reviews of the operations** to determine if each of the activities outlined in the operational plan is being undertaken or not.
- ✓ **Periodic reviews of the outcomes** to determine whether the activities undertaken are generating an acceptable level of performance in relation to each issue.
- ✓ **Infrequent review of the entire EAF plan.** After a pre-determined period, or if a major crisis occurs, review the entire management system to check if it is still relevant to the communities current circumstances.

The real ‘final’ activity in the management process is to regularly report the outcomes of the management system to all stakeholders so they can consider whether the performance against each of the objectives has been acceptable or not.

**1.3. Achieving profit/productivity plans and targets operational performance.**

There are many ways to measure the performance of a company so as to determine if it is doing well. The most common method is to look at its gross or net profit. This, however, isn’t always a reliable way to determine the performance of a company.

Let us consider the net income or loss of the company. This is determined by subtracting the operating expenses from the gross profit. The operating expenses consist of the selling expenses, the administrative expenses, and other miscellaneous expenses.

You may have a situation in which your net income is increasing, but so are the operating expenses; or, the gross profit stays the same, year in and year out, but the operating expenses steadily increase. These are both bad scenarios, and can easily be missed by focusing only on the gross and net incomes of a business. This is where operational performance comes in

**i. Operational Performance Objectives**

Operational performance objectives are the areas of operational performance that a company tries to improve, in a bid to meet its corporate strategy. After defining its corporate strategy, a company will identify the relevant operational performance objectives to measure and configure the environment, to enable the objectives to be accomplished. 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.

**ii. The Objective of Speed**

The objective of speed measures how fast a company can deliver its products and generates sales quotes. This objective will be concerned with such issues as the time that it takes to manufacture and process one or more products of the company or the time that it takes to research a new product and develop it.

**iii. Quality of a Product**

Typically, quality is considered to measure how well a product conforms to certain specifications. However, it's more than that, according to Andy Neely. It's also how desirable the features of the product are; how reliable the product is; how durable it is; how easily it can be serviced; how well it performs its intended function; and, how much the customers believe in its value. All of these are relevant measures of quality.

**iv. Variation in Costs**

This objective looks at how much variation there is in the unit cost of a product as measured by changes in a variety of factors, including the volume and the variety of the products. Products that feature a greater variety tend to sport lower volumes and higher unit costs and vice versa. Ultimately, this affects the price of the product, the costs of producing it, and the profits to be obtained from that product.

**v. Flexibility in Operations**

Flexible operations are operations that can configure the product lines to deal with various requirements and to also adjust these product lines quickly to new requirements. The latter is also closely related to the speed objective. A company should be able to produce different quality product varieties and also adapt its operations to suit different market conditions and delivery schedules.

**vi. Dependability of Operational Performance**

This operational performance objective measures how dependable the company is when it comes to timely delivery of products to its customers, in accordance with planned prices and costs. The product's ability to function in an intended way consistently over a reasonable period of time is also a measure of its dependability.

**vii. Measure performance and set targets**

A growing business needs to be closely and carefully managed to ensure the success of new investment decisions and expansion plans. However, many owner-managers find that as their business grows they feel more remote from its operations.

Putting performance measurement systems in place can be an important way of keeping track on the progress of your business. It gives you vital information about what's happening now

and it also provides the starting point for a system of target-setting that will help you implement your strategies for growth.

- The importance of measurement and target-setting
- Deciding what to measure
- Measurement of your financial performance
- Measurement and your customers
- Measurement and your employees
- Measurement against other businesses - benchmarking
- Measurement in the manufacturing sector
- How to set useful targets for your business

#### **1.4. The importance of measurement and target-setting**

Performance measurement and target-setting are important to the growth process. While many small businesses can run themselves quite comfortably without much formal measurement or target-setting, for growing businesses the control these processes offer can be indispensable.

Knowing how the different areas of your business are performing is valuable information in its own right, but a good measurement system will also let you examine the triggers for any changes in performance. This puts you in a better position to manage your performance proactively.

One of the key challenges with performance management is selecting what to measure. The priority here is to focus on quantifiable factors that are clearly linked to the drivers of success in your business and your sector. These are known as key performance indicators (KPIs). See the page in this guide on deciding what to measure.

Bear in mind that quantifiable isn't the same as financial. While financial measures of performance are among the most widely used by businesses, nonfinancial measures can be just as important.

For example, if your business succeeds or fails on the quality of its customer service, then that's what you need to measure - through, for example, the number of complaints received. For more information about financial measurement, see the page in this guide on measurement of your financial performance.

### 1.5. An information system

**An information system** is a something that takes information and processes into knowledge or something else. So this could be happening informally, in a study group setting, where students are just meeting up, to discuss and make sense of their notes. The input is their ideas, the system is the sharing and collaboration of these ideas, and the result is a greater set of knowledge. This can be considered as a knowledge sharing system.

The informal organization may be defined as “a network of personal and social relationships that arise spontaneously as people associate with one another in a work environment. It is composed of all the informal groupings of people within a formal organization.” Over time there are changes of memberships in most informal organizations

The informal organization is the interlocking social structure that governs how people work together in practice. It is the aggregate of norms, personal and professional connections through which work gets done and relationships are built among people who share a common organizational affiliation or cluster of affiliations. It consists of a dynamic set of personal relationships, social networks, communities of common interest, and emotional sources of motivation. The informal organization evolves, and the complex social dynamics of its members also.

### 1.6. A formal information system

**A formal information system**, is one that is typical known as such, like an information technology system. An example input could be a given a list of customer spending habits, a business intelligence system could predict which items to offer them in the future A formal information system is based on the organization represented by the organization chart. The chart is a map of position and their authority relationship,

Regardless of what your organization does formally around performance management, as a manager you can provide regular performance feedback to your employees through a variety of formal and informal methods. This keeps your employees moving forward and engaged and enables them to make adjustments as needed to keep growing personally and professionally

#### 1.6.1. Formal information system is composed of:

- information resources (archives, databases),
- information users (internal or external to the organization),
- information needs of users (employees or managers),
- communication subsystem (technology).

#### 1.6.2. It is characterized by the following features:

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- performs the functions of identification, diagnostics, and problem solving,
- resources and information needs of users are thematically related to various fields of management (for example: finance, human resources, production),

### 1.7. feedback arrangements

By taking advantage of formal and informal methods to communicate with and engage employees, the manager is provided a number of opportunities to provide feedback on performance and make corrections immediately and provide positive feedback as soon as possible.

<b>Providing Feedback on Performance</b>	
<b>Formal Methods</b>	<b>Informal Methods</b>
<ul style="list-style-type: none"> <li>✓ One-on-one meetings</li> <li>✓ Department meetings</li> <li>✓ Via regular status reports on projects/major tasks</li> <li>✓ Small team meetings (such as when a few employees are working together on a task/project)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Coffee or lunch with individual employees</li> <li>✓ “Popping” by an employee’s desk or workspace</li> <li>✓ As a situation arises (such as immediately after a client phone call or a client meeting)</li> <li>✓ Informal meetings (employee stopping by your office)</li> </ul>

**TABLE, 1.1. Providing Feedback on Performance**

### 1.8. Teamwork vs Individual Work

The question “Would you rather work individually or as part of the team?” is asked frequently during interviews. Indeed, choosing between teamwork and individual work is a critical task for success of business and each individual involved. Many career experts and local resume services state that work in a team, if organized right, brings better results. Nevertheless, it’s nearly impossible to say that one working style beats the other in all situations and challenges the employees might face. What is even more, it’s all about choosing the type of work that suits your personality type better, as you can thrive and develop at the workplace only if you find working style comfortable. Today we are going to consider both teamwork and individual work, their advantages and disadvantages and help you identify your best option.

A team is the group of three or more individuals who are working together towards the achievement of a common goal. The neat thing about teams is a synergy effect which assumes that the output of the team exceeds the sum of individual contribution of each member. In this case, joint effort helps reach the targets set faster by consolidating the strengths of several personalities

### **1.9. key performance indicators KPIs**

This guide sets out the business benefits of performance measurement and target-setting. It shows you how to choose which key performance indicators (KPIs) to measure and suggests examples in a number of key business areas. It also highlights the main points to bear in mind when setting targets for your business.

### **1.10. specified work outcomes**

Dimensions of work-related outcome that were in focus so far are work status, work incapacity, sick leave or absenteeism, and functional disability. Noteworthy, these indicators are part of recommendations for measurement of the outcome task force, and recommendations on the outcome measurement in

- ✓ Improved job satisfaction and engagement
- ✓ Improved ability to cope with high work demands
- ✓ Greater interpersonal effectiveness
- ✓ Enhanced productivity and performance

<b>Self-Check -1</b>	<b>Written Test</b>
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page

**Part I. True or False items**

1. A formal information system, is one that is typical known as such, like an information technology system
2. An information system is a something that takes information and processes into knowledge or something else
3. Performance measurement and target-setting are important to the growth process.
4. quality is considered to measure how well a product conforms to certain specifications
5. Operational performance objectives are the areas of operational performance that a company tries to improve, in a bid to meet its corporate strategy

**Note: Satisfactory rating – 3 points**

**Unsatisfactory - below 3 points**

You can ask you teacher for the copy of the correct answers.

**Answer Sheet**

**Name:** \_\_\_\_\_ **Date:** \_\_\_\_\_

Score = _____
Rating: _____

**TRUE OR FALSE ITEMS**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

<b>Information Sheet-2</b>	<b>Analyzing and monitoring Budget and actual financial profit/productivity performance</b>
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Monitoring financial performance on the other hand provides key insights profitability, cash flow, customer preferences, staff productivity etc. they also crucially allow business owners to monitor their budgets and forecasts in real time. An extract with visual analysis of business expenditure and cash.

### 2.1. monitor and review profit and productivity performance

Monitoring your financial performance therefore creates more certainty and confidence in making both short and long term decisions. By capturing data and monitoring their performance, you have a consistent and effective platform for making decisions; something rivals do not possess.

- **Evaluating your budget requires a series of steps but is a low-effort process that doesn't take as long as setting up your first budget.**

- ✓ Compare Actual vs
- ✓ Assess New Income and Expenses.
- ✓ Review Your Financial Goals.
- ✓ Modify Your Budget to Meet Your Needs.
- ✓ Identify and Plug Budget Leaks.

- **10 Ways to Monitor Financial Performance for the Organization**

- ✓ **Preparation of Key Financial Statements:**

The basic reports that every company needs to produce are the balance sheet and the profit/loss statement. They are not only vital indicators of the performance of the business, but they are also required statutorily. They give an overview of the financial health of the business, and in a nutshell, tell the owners everything that they need to know about how their enterprise is faring.

- ✓ **Preparation of Aged Debtors Trial Balance:**

Every month, an aged debtors trial balance should be prepared, so that the company can keep track of the all the customers who owe them money. They can keep track of irregular accounts and follow up diligently with defaulters to get back their money.

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✓ **Preparation of Inventory Records:**

There are many businesses that invest heavily in machinery, equipment and raw materials. They should maintain accurate inventory records. It will tell them how much stock was purchased, how much was used for making the final products, how much of it went waste, and whether any equipment has gone missing at any point of time. It will tell them if they need to purchase more raw materials, and enable them to calculate input/output ratios and stock turnover ratios.

✓ **Preparation of Working Capital Statements and Financial Ratios:**

Businesses should ask their finance teams to put together regular working capital statements and periodic calculations of current ratios and quick ratios. This will tell them how many assets they have, as compared to their liabilities, and how many assets they can convert quickly to cash.

✓ **Preparation of Fund and Cash Flow Statements:**

Fund flow statements and cash flow statements are vital reports for a business that tell them just how much liquid cash is coming into the business. There are many receivables that are marked as revenues in the balance sheet, but on closer examination they reveal that they are some way off from being converted into hard currency, and a business can only run with proper earnings, not notional ones.

✓ **Analysis of Overheads:**

Merely preparing financial statements is not enough. The business needs to go beyond that and look for hidden messages in the numbers that point out weak areas. Check the overhead expenses, like rent, salaries, marketing expenses etc. Are they under control, or are they bringing down the overall profitability of the company?

✓ **Analysis of Marketing Expenses:**

How much money is being spent on advertising? Do the returns justify the expense, or is it merely an unwanted cost for the company? How much money is being spent on other marketing avenues, and how many leads are being converted into proper sales? These questions need to be answered to assess the financial performance of the business.

✓ **Analysis of HR:**

Human resources-related activities should also be monitored. What is the employee turnover rate? If the employee turnover ratio is very high, then the company could be spending a lot of money on new recruitments, payments to recruitment agencies, and separation processes of departing employees. The cost of training new employees and making them capable can sometimes be a burden on the company.

✓ **Creation of Dashboards:**

It is also vital that the finance team prepares daily, weekly, monthly and yearly dashboards to keep all stakeholders informed on the financial progress of the company. Trend analysis should be done regularly. How are the financial indicators faring as compared to last month or last quarter? What are the factors that have played a role in their increase or decrease?

✓ **Competitive Analysis:**

Financial indicators of the company should be compared with those of competitors, so that they know how they are faring. Maybe their competitors are able to control costs and increase revenues in ways that this business had not thought of yet. And if that is the case, then they need to learn quickly and catch up with the rest of the industry.

In conclusion, monitoring of financial performance plays an important role in ensuring that strategic decisions are taken on a timely basis and the growth plan of the business is adhered to. Accurate financial reporting and financial analysis have a significant contribution in this monitoring activity and hence, should be given sufficient attention by the enterprise.

<b>Self-Check -2</b>	<b>Written Test</b>
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page

**Part I. True or False items**

1. The business needs to go beyond that and look for hidden messages in the numbers that point out weak areas
2. Fund flow statements and cash flow statements are vital reports for a business that tell them just how much liquid cash is coming into the business
3. There are many businesses that invest heavily in machinery, equipment and raw materials
4. The basic reports that every company needs to produce are the balance sheet and the profit/loss statement
5. Monitoring financial performance on the other hand provides key insights profitability, cash flow, customer preferences, staff productivity

**Note: Satisfactory rating – 2 points**

**Unsatisfactory - below 2 points**

You can ask you teacher for the copy of the correct answers.

Score = _____
Rating: _____

**Answer Sheet**

**Name:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**TRUE OR FALSE ITEMS**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

<b>Information Sheet-3</b>	<b>Identifying and prompting action taken</b> <b>Unsatisfactory performance</b>
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### 1.1. Managing Unsatisfactory Performance

This policy for managing unsatisfactory performance will provide a framework for the identification and management of unsatisfactory performance and workplace misconduct, and contribute to excellence in service provision and outcomes for the Queensland Government and community.

Managing Unsatisfactory Performance is a process that aims to be efficient, effective, equitable and confidential in dealing with ongoing unsatisfactory performance by an employee. Workplace misconduct (behavioral and attitudinal problems) can be managed through performance management where appropriate, but should be referred to your local/regional Human Resources Unit. Where performance management is inappropriate, refer through to Workforce Relations.

### 1.2. Implementation

This policy is a component of the Valuing Performance Policy Statement, and applies to all employees of the Department of Education, Training and Employment, except for state school teachers and principals employed under the Teachers' Award State 2003.

Prior to implementing the following process, the understanding is that performance plans have been developed and implemented in accordance with the Developing Performance Framework. Whilst it is recommended that an Individual Performance Plan be in place for all employees, the Managing Unsatisfactory Performance process can be implemented irrespective of whether a current individual performance plan exists. In cases where there is no individual performance plan in place, further advice should be sought from your local/regional Human Resources Unit.

### 1.3. What is unsatisfactory performance?

Unsatisfactory Performance can include the inability and/or unwillingness to utilise relevant skills to carry out tasks and major accountabilities associated with an employee's particular position in a manner that meets the reasonable expectations and service standards of the role. Unsatisfactory performance may be attributable to lack of appropriate skills/experience, incomplete knowledge, an illness or injury, unscheduled ongoing absenteeism, and/or lack of commitment.

The objective of the managing unsatisfactory performance process is to correct and/or improve unsatisfactory performance where possible. Whilst injury and illness may be a cause for unsatisfactory performance, the management of this situation should be assessed as whether it



is appropriate to be managed under the Managing Unsatisfactory Performance process. For further information, please contact your local/regional Human Resources unit and/or the Organisational Health team.

When is the Managing Unsatisfactory Performance (MUP) policy used? This guideline is to assist managers, supervisors and employees through the process of managing unsatisfactory performance. This process is to be used when informal conversations and strategies regarding unsatisfactory performance have failed to improve performance to a satisfactory standard.

#### 1.4. Sure Signs of Low Performance

How do you know if an employee isn't reaching their goals, pulling their weight or just plain getting the job done? Identifying low performance can be tricky. And, training managers to do it is often challenging since every manager has their own personality and way of relating to their team.

The following is a list of low performance indicators that will hopefully help both you, and your management team, focus on what is important for your business. When an employee is not doing their job well enough, the company's bottom line and the team's morale suffer. Use this list to help you find and solve your low performance problems.

- ✓ **Goals are not being met.** The first and probably most straightforward sign is that the employee's goals are not being met. You set out certain goals, in terms of what the job is supposed to accomplish, and that person is not meeting them at all. This way of identifying low performance is pretty obvious and where we HR professionals go first. But, it is only one part of the equation.
- ✓ **Employee relies too heavily on others to meet goals.** Another possibility is that the employee relies too heavily on others to meet their goals. So, their goals may be getting met, but you find out that they are relying too much on other team members or on people above them to get the job done. And, that's not a productive way to get things done because that employee is draining resources that have other goals and expectations. That's something we have to monitor, as well.
- ✓ **The quality of work is poor.** Low quality work may mean that goals are being met but the quality of work is just not up to par. And, as a manager, you need to be able to carefully explain to employees how their work is not meeting expectations and be able to define what good performance would look like as opposed to what's been turned in.
- ✓ **Employee has difficulty working with boss or co-workers.** We've all run into the situation where an employee is getting the job done, and may even have high quality work, but they cannot work with other people. And, if that has an effect on their ability to

get work done and on other's ability to get work done, or for the organization to meet its goals, then that is a low performance issue.

- ✓ **Employee is not able to embrace the company values.** Many organizations are now adding language to their performance review metrics about being able to uphold the company's culture, values or mission. And, some employees are just not able to do so. Again, the performance may be there and the ability to work well with others may be there, but if they can't truly embrace that vision then your organization is going to have an issue.
- ✓ **Employee violates company policy.** If you have a policy violation, even if they are a top performer, depending on how serious it is or if it is a repeat issue, you may need to terminate that employee.

All of these situations can help you identify low performance. When a manager comes to you and talks about terminating an employee, I think the manager must be able to clearly articulate what the issue is. Making them choose something on this list and explain why it is the reason for the low performance is a way to ensure that manager has thought their request through and has done their part to identify why the employee isn't working out.

### 1.5. Resolve unsatisfactory performance

Unsatisfactory performance, poor performance and underperformance are often used interchangeably and involve an employee failing to perform their duties to a standard that the organization expects. Unsatisfactory performance can have negative effects on other employees and can impact on an agency.

- Unsatisfactory performance can include:
  - ✓ unsatisfactory work, in terms of quantity, quality or timeliness
  - ✓ breaches of work practices, procedures and guidelines, or not following a manager's reasonable direction
  - ✓ breaches of policies, expectations and codes of conduct that do not warrant a misconduct investigation, such as absenteeism and lateness
  - ✓ inappropriate behavior such as poor interactions and communication problems with work colleagues, customers or stakeholders
  - ✓ a series of minor issues that, when taken together, make for a difficult working environment.

- Unsatisfactory performance can occur as a result of:
  - ✓ recruitment mistakes or poor job fit, or when you don't have the capabilities for the job or perhaps don't like the job you are doing
  - ✓ unclear expectations, when you don't have a clear understanding of what is expected of you and you may not have clarified – or been confident to ask about – things you are unsure of
  - ✓ missed performance appraisals
  - ✓ poor supervision, if you have not been told that something you are doing is wrong
  - ✓ inappropriate behaviour, such as denying responsibility, resisting advice and change, or reacting with emotion or defensiveness, which can escalate minor issues into larger matters
  - ✓ poor training and development
  - ✓ lack of communication
  - ✓ personal issues, including family stress, physical or mental health issues, or problems with drugs or alcohol.

Unsatisfactory performance differs from misconduct, which involves unacceptable or improper conduct that is outside of the law, policy or directions.

- **What's involved**

The first step involves your manager monitoring your work performance, then identifying the cause of unsatisfactory performance, providing regular feedback and giving clear advice if you are not meeting expectations. Regular feedback resolves the majority of instances of unsatisfactory performance.

- **When this happens**

Unsatisfactory performance should be resolved the minute it is identified. Your manager will usually pick it up by regularly monitoring your work. If identified and handled immediately, issues can often be resolved quickly. Ignoring unsatisfactory performance has significant effects on the workplace and it can become more serious if left unmanaged.

<b>Self-Check -3</b>	<b>Written Test</b>
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page

**Part I. True or False items**

1. Unsatisfactory performance can have negative effects on other employees and can impact on an agency
2. the manager must be able to clearly articulate what the issue
3. Low quality work may mean that goals are being met but the quality of work is just not up to par

<b>Information Sheet-4</b>	<b>Mentoring, coaching and supervision are provided touse resources effectively</b>
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### 1.1. Introduction

Mentoring or coaching is about much more than just telling someone what to do it requires working with employees to make decisions, solve problems and develop skills. These relationships not only benefit the mentee, but the company as a whole by creating a more independent and efficient workforce

When coaching is effectively used, it helps employees build new skills faster, facilitates pride and confidence in the work, and fosters trust with the boss. Most companies with a coaching leadership style integrated into the hierarchy have improved employee performance, fewer mistakes and greater productivity.

- **Below is a list of principles that can be effectively used for coaching success.**

- ✓ The Coaching Spirit.
- ✓ Relationship and Trust.
- ✓ Asking Questions and Curiosity.
- ✓ Listening and Intuition.
- ✓ Feedback and Awareness.
- ✓ Suggestions and Simplification.
- ✓ Goals and Action Plans.
- ✓ Accountability and Accomplishments.

### 1.2. Strategies and Techniques for Mentoring and Coaching

Your small business may be going through some growing pains – the good kind that requires you to do some creative thinking. You have young employees, middle-aged employees and older employees. In terms of the knowledge and expertise they bring to the conference table, they run the gamut from recent college graduates to savvy executives. With the potential for progressive, new ideas to converge with the steady influence of experience, it's no wonder you're itching to develop mentoring and coaching programs. It's a shrewd move that should excite and motivate your employees and spur them to make contributions that will benefit your business in untold ways.

### 1.3. Delineate Coaching from Mentoring

Just as people refer to “sales” and “marketing” interchangeably, so, too do they tend to blur the line between coaching and mentoring? But the two roles are different in style and substance. And if you're going to designate certain employees to only one role, it's important that you can encroaching emphasizes tasks and performance. It's specific and concrete. For example, a coach may show a fellow employee how to develop search engine optimization tactics, design new spreadsheets for your business or make public presentations. The coach also provides feedback as these skills are mastered. Mentoring emphasizes a productive relationship that results in the mentoree cultivating both professional and personal capabilities. The mentoree may ask to be taught how to complete a specific task, but the nature of the relationship depends on the development of trust so that issues such as building self-confidence and learning how to achieve a positive work-life balance can be explored.

- **Coaching** is a short-term endeavor, ending when the mentored champions the established goals. Mentoring is a long-term endeavor. Officially, it may conclude after one year, but well-matched mentors and mentored can (and do) continue the relationship for a lifetime, if they so choose. Coaching requires the involvement of the employee's direct supervisor, who provides ideas and feedback to the coach.
- **Mentoring** requires no such hands-on involvement from the mentor's direct supervisor. In fact, once the mentor and mentored are matched, the supervisor usually fades into the background (unless a conflict arises that he can mediate).

We have all heard of Life-Coaches and Mentors, but perhaps not so many of us have ever considered that coaching and mentoring are approaches that we can adopt ourselves to facilitate individual learning. Actually, it is quite possible that most of the informal training that people experience in the workplace and home is obtained through this technique, even if we do not realise it.

The most effective coaching occurs when the coach:

- demonstrates interpersonal sensitivity, such as empathy and active listening is committed to developing others
- relates coaching activities directly to the achievement of team, personal and learning goals
- displays high levels of self-confidence and self-control

- engages in analytical thinking to determine underlying causes of learner behaviour.
- **Mentoring**

Mentoring is when a skilled and experienced employee acts as a guide and counselor to a less skilled and experienced colleague. A mentor is an encouraging and supportive role model, who listens and advises on workplace problems, training needs and ways of working. Mentoring is usually a medium-to long-term relationship.

<b>Self-Check -4</b>	<b>Written Test</b>
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page

**Part I. True or False items**

1. Coaching is a short-term endeavor, ending when the mentored champions the established goals
2. Mentoring is when a skilled and experienced employee acts as a guide and counsellor to a less skilled and experienced colleague

**Answer Sheet**

**Name:** \_\_\_\_\_ **Date:** \_\_\_\_\_

Score = _____
Rating: _____

**TRUE OR FALSE ITEMS**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_



<b>Operation Sheet 1</b>	<b>coaching and mentoring to provide support to colleagues</b>
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**OPERATION TITLE:** Mentoring use resources effectively

**PURPOSE:** to monitor and adjust operational performance

**PROCEDURE:**

Step 1: Define the goals

Step 2: Create an action plan

Step 3: Determine the resources required

Step 4: Measure the results and benefits.

**PRECAUTION:** use PPE

**QUALITY CRITERIA:** monitor measurable improvements in performance.

<b>LAP Test 1</b>	<b>Practical Demonstration</b>
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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 1 hour.

**Task 1. Coach and mentorto provide support to colleagues**

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- [\*Financial Reporting and Analysis Outsourcing Services\*](#), please contact our team on US
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