Industrial Electrical/Electronic Control Technology

LEVEL – IV

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Acronyms

CRM	Complaints And Response Mechanism
CPM	Critical Path Method
FP&A	Financial Planning & Analysis
GTD	Get Things Done
HR	Human Resources
IP	Incorporate
KPI	Key Performance Indicators
LOB	Line Of Business
IS	Of Information Systems
RTR	Reducing The Risk
SMART	Specific, Measurable, Available, Reliable, Time
VMOSA	Vision, Mission, Objectives, Strategies, And Action Plans
WBS	Work Breakdown Structure

Introduction to the Module

In the field of Industrial Electrical Engineering; managing installation and maintenance operation modules is Maintenance Engineering and Management is an orderly and systematic approach to planning, organizing, monitoring and evaluating maintenance activities and their costs carry out managing installation and maintenance operation.

This module covers the units:

- Develop operational plan
- Plan and schedule work activities
- Plan and manage resource acquisition
- Monitor and review operations
- Review and evaluate work performance

Learning Objective of the Module

- Develop operational plan
- Plan and schedule work activities
- Plan and manage resource acquisition
- Monitor and review operations
- Review and evaluate work performance

Module Instruction

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

- Read the information written in each unit
- Accomplish the Self-checks at the end of each unit

Unit-One: Operational Plan Develop

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

Unit One: Operational plan develop

- Resource requirements researching, analyzing and documenting
- Consulting with relevant personnel, colleagues and specialist resource managers
- Consultation process
- Operational plan & Key performance indicators
- Contingency plans
- Proposal for resource requirements.

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

- Researching, analyzing and documenting resource requirements
- Consult with relevant personnel, colleagues and specialist resource managers
- Develop Consultation process
- Develop Operational plan & Key performance indicators
- Develop Contingency plans
- Develop Proposal for resource requirements

1.1 Research, Analyze Resource Requirement

For the development of an operational plan, an organization needs to be able to research, analyze 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. Time frames 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 minimize the occurrences of these risks. The ability to measure the performance to monitor improvements need to be available.

There are several ways available to consult with team members about their input on a project. Emails and intranet may be used as a quality assurance and a way to improve the process. It is also an efficient way to get the same message across the whole group, especially in big organizations.

On the other hand, it is an approachable system to welcome any opportunities for the staff to respond and provide feed backs. This will contribute to the planning process and goals. Also, newsletters may be used to provide the staff about the important information about the plan with open opportunities to revert back with feed backs. Furthermore, the use of surveys, questionnaires and information sessions may help to encourage staff to respond by providing specific feed backs about the project.

Quantitative and qualitative data are gathered for the operational plan of the project. In addition, there can be meetings; formal or informal. While informal meetings can be held anytime and anywhere, formal meetings require a safe and controlled environment. Both ways aim to gather feed backs. Another different way to consult teams members are through interviews. Structured interviews may help the management to get the feed backs needed in regards to specific aspects of the operational plan. These are done through specific questions. A more open way to gather such feed backs and information is through brainstorming sessions whereby new ideas and solutions are generated. These are analyzed to further determine its importance. To make these sessions fruitful, it is important to always welcome and recognize the effort of all participants for bringing their input and feed backs to the organization. This is in order to encourage more open participation.

1.2 Consultation processes

The basic concept of process consultation is defined and compared to other major consultation concepts. Process consultation is a philosophy about and attitude toward the process of helping individuals, groups, organizations, and communities. It is not merely a set of techniques to be compared to and contrasted with other techniques. Process consultation is the key philosophical underpinning to organizational learning and development in that most of what the consultant does in helping organizations is based on the central assumption that one can only help a human system to help itself. The consultant never knows enough about the particular situation and culture of an organization to be able to make specific

recommendations on what the members of that organization should do to solve their problems.

Process Consultation is the creation of a relationship with the client that permits the client to perceive, understand, and act on the process events that occur in the client's internal and external environment in order to improve the situation as defined by the client.

An organizational consultant is working with managers to improve some aspects of the organization; the same fundamental dynamics are involved. What goes on between a helper and the person or group being helped is what I have called process consultation or PC for short.

1.2.1 Modes of consulting

Consulting is characterized by different approaches which reflect fundamental assumptions about the consultant's role. All managers have their own approach to the tasks they face and the way they deal with people. This determines the manager's style. A critical element here is the perception the manager has about their fundamental role in the organization. These are referred to as *modes*. *Process* Consultation, characterized three basic modes based on the relationship between the consultant and the client: the expert, the doctor–patient and the process consulting modes.

- ✓ **The expert mode**

In the expert mode the client identifies a particular problem with the business, analyses the problem and articulates it to the consultant. The consultant then uses their expertise to identify a solution to the problem. This form of consulting is often found in areas where the consultant has a specialist knowledge which the client organization recognizes that it lacks.

- ✓ **The doctor–patient mode**

The doctor–patient mode is also characterized by the consultant acting as an expert. In this mode, however, the consultant also takes responsibility for diagnosing the problem in the first place. The client may just express an opinion that the business 'could be better' in some way or that 'something is not quite right'. Again, the consultant is expected to contribute specialist knowledge and insights to the business.

1.2.2 The process consulting mode

Both the expert mode and the doctor–patient mode demand that the consultant, an outsider, offers a well-considered, expert solution – a prescription – to address the problems that the

business faces. Process consulting takes a different stance. It is based on the premise that the only people who can help the business are the people who make it up. The consultant, as an outsider, cannot impose a solution on the organization. What the consultant can do is assist those who make up the organization to recognize problems and then discover the solutions to them. The consultant is not so much an expert, more a facilitator of change.

The process of consultation is an extremely important concept in the context of managing an organization. Organizations exist to create value for stakeholders and consultation is a process by which the management of the organization aims to better understand the needs, wants and expectations of stakeholders, so that value can be created. Consultation is an active process in which organization management opens formal and informal communication channels between the organization and its stakeholders.

- These formal and informal communication channels might include:
  - ✓ Open meetings e.g. stakeholders are invited to come to an open meeting or a series of meetings
  - ✓ Surveys e.g. stakeholders are invited to complete a survey (paper or online type)
  - ✓ Focus group e.g. a select cross-section of stakeholders, small in number, are invited to attend a meeting or series of meetings
  - ✓ Invitation to send a written response e.g. stakeholders are invited to submit comments in writing on a proposal or plan
  - ✓ Informal meetings e.g. organization management might mingle with people at an event a canvass certain ideas and see what response they get

1.2.3 The purpose of consultation

A. To invite stakeholders to provide advice to the management of the organization about their needs, wants and expectations. In other words, tell the organization what value it wants and how it can provide this value.

B. To invite stakeholders to comment on plans that have been created by organization management to provide this value requested by stakeholders.

C. To quell any criticism that organization management have not taken account of, or are not listening to the needs of stakeholders in developing strategic and operational plans.

There is a widespread view that if a plan is conceived without proper consultation with stakeholders then it has far less chance of successful implementation.

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 organization operation should not be set without consultation with people who work in that area of operation. Likewise, management should not construct a plan for a new sport program without consultation with people who likely be program users.

- Setting an Operational Plan without consultation disadvantages the organization because:
  - ✓ A lack of consultation fails to take advantage of all available knowledge and expertise
  - ✓ A lack of consultation makes people feel left out and creates negativity toward the emerging plan.

1.3 Developing Operational plan

1.3.1 An operational plan

An operational plan outlines the tasks each employee will need to carry out to accomplish the goals laid out in the strategic plan.

- Steps in how to do an operational plan should incorporate the following as you outline your strategy:
  - ✓ Develop a strategic plan.
  - ✓ Prioritize your goals.
  - ✓ Use leading indicators.
  - ✓ Draw on your organization.
  - ✓ Communication is key.

An operational plan outlines the tasks each employee will need to carry out to accomplish the goals laid out in the strategic plan. The operations section of a business plan expands on the company:

- ➢ Objectives.
- ➢ Timeline.
- ➢ Procedures.

In other words, your operational plan should, clearly and in detail, elaborate on the physical, financial, and human resources you will allocate on a day-to-day basis in support of your company's broader strategic objectives.

1.3.2 Creating an Effective Operational Plan

The best operational plans have a clearly articulated objective that everyone in your company is focused on achieving. Your operational plan will, therefore, be a useful document for your investors. However, it can also help you and your employees by encouraging you to think carefully about deadlines and tactics.

- Steps create an operations plan for your small business

  Step 1: Examine your organization's vision. ...

  Step 2: Define the goals and strategy. ...

  Step 3: Plan out activities. ...

  Step 4: Assign roles and responsibilities. ...

  Step 5: Monitor and adjust

- The operations plan should provide answers to the following questions:
  - ✓ Which personnel and departments are responsible?
  - ✓ What tasks is each employee or department responsible for?
  - ✓ Where precisely will daily operations occur?
  - ✓ How much should be budgeted to each department to complete these tasks?
  - ✓ What are the deadlines for the completion of each task?

An operational plan must have clearly articulated goals. This section should state in clear terms what the company's operational objectives are. Operational objectives should be thought of as your plan to achieve your company's strategic objective. A good operational objective should be:

- Measurable.
- Specific.
- Timely.
- Realistic.

While each department should have a different operational objective, these should assist in achieving the company's overall objective. Once you have generated objectives, you must create a strategic plan to meet them. Each department or team must be appropriately resourced. You should think about the following resources:

- Suppliers.
- Appropriate equipment and technology.
- Each department's budget.

1.3.3 Steps to Create a Strong Operational Plan

A. Develop a Strategic Plan: You should already have a strong strategic plan in place before you begin developing an operational plan since the operational plan is the road map to achieving your strategic objectives.

B. Prioritize Your Goals: The simpler an operations plan is, the more likely it is to succeed. Avoid creating an overly complicated operations plan by prioritizing your goals and focusing on the most important ones. Focus on three to five initiatives that are likely to contribute to your long-term goals; then develop metrics that can measure your performance.

C. Use Leading Indicators: It is important to choose the appropriate key performance indicators, or KPIs. Leading indicators, or predictive measurements that help you to project into the future, are more useful than lagging indicators or measurements of the past, as they help you make adjustments as you go.

D. Draw on Your Organization: The KPIs you choose will be a critical component of the entire organization's work over the next year. Instead of developing them in a vacuum, you should try to draw on as many points of view within your team as possible. For example, you could hold an annual planning session that encourages team collaboration and discussion to develop your KPIs. Ideally, you should include enough diverse perspectives to strengthen the outcome, but without having too many voices that decision-making becomes unwieldy.

E. Communication Is Key: It is critical that the entire organization understands why your KPIs were chosen, how they will help you to achieve your objectives, and what each employee's role is in working towards your stated objectives. Therefore, you should create a designated time at the beginning of each year to share your KPIs with your entire organization and get feedback. Getting your team's buy-in is critical, and for this reason, the importance of communication truly cannot be overstated. Additionally, each employee should have the means to track his or her progress toward his or her personal KPIs, whether that is through a dashboard, regular meetings, or some other mechanism.

- ✓ **key performance indicators**

A Key Performance Indicator is a measurable value that demonstrates how effectively a company is achieving key business objectives. Organizations use KPIs at multiple levels to evaluate their success at reaching targets. High-level KPIs may focus on the overall performance of the business, while low-level KPIs may focus on processes in departments such as sales, marketing, HR, support and others.

- ✓ Definitions of Key Performance Indicator :
  - ➢ A quantifiable measure used to evaluate the success of an organization, employee, etc. in meeting objectives for performance.
  - ➢ A set of quantifiable measures that a company uses to gauge its performance over time.
  - ➢ A way of measuring the effectiveness of an organization and its progress towards achieving its goals.

Key performance indicators (KPIs) are a set of performance measurements that demonstrate how effectively an organization is achieving key objectives. KPIs not only provide an organization with a focus for strategic and operational improvement, but a way to compare achievements to similar organizations. To be effective, a KPI must be:

- Well-defined and quantifiable.
- Communicated throughout your organization and department.
- Crucial to achieving your goal. (Hence, key performance indicators.)
- Applicable to your Line of Business (LOB) or department.

Key performance indications may be used in an operational project to build goals. Setting a realistic aim will not only help staff to work towards it but it can also be used to reflect the profit of the organization with quantitative targets. Areas of a project where key performance indicators are reflected are

- ✓ Targets; sales and services will all work towards reaching the target
- ✓ Measurement of the growth in the organization; this can be through sales or profit
- ✓ Objectives to help improve the system
- ✓ Initiatives for growth and increase performance.

1.4 Develop and Implement Contingency plans

1.4.1 Contingency plans

The use of contingency plans is widespread and applies to any business venture. Governments, for example, use them to prepare for disaster recovery or economic disruption. If you're not working on a contingency plan when you're planning any enterprise, then you're opening yourself up to unnecessary risk. In most cases, a contingency plan is devised to respond to a negative event that can tarnish a company's reputation or even financial livelihood. However, contingency plans in business aren't, by definition, always negative. There are positive contingency plans, such as what to do if the organization receives an unexpected sum of money or other resource.

The contingency plan is a proactive strategy, different from a crisis management plan, which is more of a reaction to something that happened. A contingency plan is set up to account for those disruptive events, so you're prepared if and when they arrive.

While any organization is going to plan for its product or service to work successfully in the marketplace, that marketplace is anything but stable. Unpredictability might be the enemy of business, but that doesn't mean that it doesn't exist. To execute a plan believing you can avoid unpredictability may be fatal to your organization's future.

Five step in contingency plan:

- ✓ Identify and Prioritize Resources:
- ✓ What Are the Key Risks?
- ✓ Draft a Contingency Plan:
- ✓ Share the Plan:
- ✓ Revisit the Plan:

A contingency plan is a plan, and like any plan, it requires a great deal of research and brain storming. And like any good plan, there are steps to take to make sure you're doing it right.

- Identify and Prioritize Resources: Research your company and list its crucial resources, such as teams, tools, facilities, etc., then prioritize that list from most important to least important.
- What Are the Key Risks? Figure out where you're vulnerable by meeting with teams, executives and every other department in the organization to get a full picture of what events could compromise your resources; hire an outside consultant, if necessary.

- Draft a Contingency Plan**:** If you can, write a contingency plan for each risk that you identified in the above steps, but start with what's most critical to the life of your organization. As time permits you can create a plan for everything on your list. Whatever the plan, the thought behind each should be the steps necessary to resume normal operation of the company, thinking about communications, people's responsibilities, timelines, etc.
- Share the Plan**:** When you've written the contingency plan and it's been approved, the next step is to make sure everyone in the organization has a copy. A contingency plan, no matter how thorough, is not effective if it hasn't been properly communicated.
- Revisit the Plan: A contingency plan isn't chiseled in stone. It must be revisited, revised and maintained to reflect changes to the organization. As new employees, technologies and resources enter the picture, the contingency plan must be updated to handle them.

In project management, contingency planning is often part of risk management. Any project manager knows that a plan is only an outline. Sometimes the project will extend beyond those lines. The more a manager can prepare for chance in their plan, the more effective it will be. But risk management isn't the same as contingency planning. Risk management is about identifying, assessing, avoiding, mitigating, transferring, sharing and accepting risk; while a contingency plan is about developing steps to take when an actual issue occurs. However, they do share the aspect of what to do when the risk happens. So, a contingency plan is what to do if an unplanned event occurs. It can be as simple as asking, "What if…?" and then outlining the steps to your plan as you answer that question.

1.4.2 Project Risk for Contingency Planning

When managing a project there are many entry points for risk that need to be accounted for with a contingency plan. For example, there's the physical, as in loss due to damage to information, equipment or facilities as a result of an accident or natural disaster.

Technical issues are another risk factor, in that systems can stop working or not work as needed to deliver the project on time and within budget. Of course, human resources are another risk, as teams get sick, leave projects or are terminated.

On a larger scale, there are factors even further beyond the control of a project manager, such as political and social change. For example, if you're working on a government contract that

can change with whoever is currently in control of the government. Policy can change, and communities can protest projects and effectively stop them.

1.4.3 Key Steps in Contingency Planning

Project managers are adept at creating contingency plans, as the structure and actions are like many of the processes already familiar to their profession. For instance, a contingency plan breaks down tasks to get more detail and, in so doing, more control.

- ✓ The following are the key steps in contingency planning:
  - ✓ Note where there are resources that can be used in an emergency. Also, note where in your contingency plan these resources might be applied.
  - ✓ Identify dates that if missed will negatively impact your plan, for example getting approval from a group or committee that only meets every now and then.
  - ✓ Know your contingency plan. Check for any weak links and strengthen them. Identify any slack that you can find in it.
  - ✓ See if you can find points in your plan where alternative routes can be taken, and think through each one's scenario to add flexibility to your plan.
  - ✓ Use your experience to help you see patterns in your project's ebb and flow of activity to sharpen your plan.
- ✓ Areas where contingency planning is important are:
  - ✓ Outsourcing human resources/ labour to cut down the cost used muti function or skills. Contracting out then help to get a person with special knowledge and skills to bring their input at a lower cost and some organizations may even look into this strategy when an internal department has ceased functioning.
  - ✓ Diversification of outcomes may help towards an achievable and profitable end result when many departments help to contribute towards the final result. Since the target is spread over a larger area, increase productivity from human resources help to contribute towards a bigger outcome.
  - ✓ Cheaper and lower quality products help to moderate the budget. Globalization helps towards competition and cost effective strategies and therefore more profit.
  - ✓ Increasing sales or productions will increase profit. It is important to cater needs and resources towards the customer service department providing

adequate training programs. By reinforcing their skills, it will help to reach key performance indicators.

- ✓ Recycling and re-using is a strategy to raise the organizational social responsibility towards the environment. Many customers are more inclined to buy consciously to protect the environment from these organizations.
- ✓ Rental and hiring alternatives are better ways to get hold of cheap resources than buying them. Negotiation helps to save on cost on the procurement of these resources needed.
- ✓ Restructuring of organization to reduce labour costs is necessary at time to reduce expenses. Sometimes, some organizations will downsize in the aim of focusing on profitable departments only. Other departments that do not sell as their service or products, are not in high demands anymore, will cease to operate.
- ✓ Risk identification, assessment and management processes. Unfortunately, a rise in injuries due to hazards and risks put financial stress on organizations. So in order to minimize the risks of this happening, risk assessments are performed to reduce the occurrences of injuries. Sometimes, feed backs from staff help to work out better strategies to manage injuries and also raise awareness of the importance of staying safe.
- ✓ Seeking further funding is important especially when the budget available is not adequate to reach the targeted goal.
- ✓ Strategies for reducing costs, wastage, stock of consumable can be done by using another supplier with lower costs that is able to produce at a cheaper rate
- ✓ Succession planning is important to identity good potentials within the organization who are able to fill in important roles.

1.4.4 Challenges of Contingency Planning

Like any plan, there are always challenges that managers need to think about before and during the process of creating their contingency plans.

1.4.5 Implementation of a contingency plan

- ✓ Here are the steps you need to follow in a contingency planning process.

  Step 1: List down the key risks.

  Step 2: Prioritize the Risks Based on Their Impact.

Step 3: Create Contingency Plans for Each Event.

Step 4: Share and Maintain the Plan

1.4.6 Proposals for resource requirements

Raising funds is very significant to help achieve the goal of the operational plan. Raising funds help to obtain resources such as human resources/labour, capital resources and financial resources. If more funds is needed, the organization needs to work on further strategies to obtain such by influencing senior management and skate holders to invest in order to supply these resources and in turn, get a profitable return.

Developing a business proposal is a strategic plan and needs to be appealing enough to stakeholders so they can invest in it. They need to believe in its success, hence, devising a proposal is important to demonstrate the potentials behind the project. A business proposal needs to be convincing and needs to primarily cater the needs of the stakeholders investing in it, at a higher benefit for the latter.

Identifying strategic goals such as marketing strategy helps to increase the organization's market share, therefore promoting the productivity of the organization. Human resource strategy can be used to improve staffing experiences and skills. Management strategy, through emotional intelligence, also contributes towards productivity. Similarly, technological strategy helps to improve production line.

Specialist advice can come from many informative sources such as managers, marketing specialist, financial consultants, accountants, suppliers, internal and external customers and the sales team. Customers' feed backs are also important to cater better needs and improve on the product efficiency.

Presentation is the key to selling a business operational plan. The use of graphs helps to visually demonstrate costs, contingency plans and risk management plans and strategies to fund the plan. The more the organizations' goals and benefits are reiterated and are made believable, the more comfortable the stakeholders will feel about investing in it.

Self-Check-1

Part-I: Say True or False

1. Resource requirements include researching, analyzing, and documenting.
2. Consulting with relevant personnel, colleagues, and specialist resource managers is part of resource requirements.
3. The consultation process is a separate step from resource requirements.
4. An operational plan includes key performance indicators.
5. Contingency plans are not necessary for effective resource management.
6. A proposal for resource requirements is not relevant to resource management.

Part-II: Multiple Choose

1. Which activities are part of resource requirements?
   a) Researching
   b) Analyzing

c) Documenting

d) All of the above

2. Who should be consulted when determining resource requirements?
   a) Relevant personnel
   b) Colleagues
   c) Specialist resource managers
   d) All of the above

3. What is the purpose of the consultation process?
   a) Gathering input from stakeholders
   b) Making decisions without involving others
   c) Excluding relevant personnel from the decision-making process
   d) None of the above

4. What is the relationship between an operational plan and key performance indicators (KPIs)?
   a) They are unrelated concepts
   b) KPIs are not necessary for an operational plan
   c) KPIs are used to measure the performance of an operational plan
   d) An operational plan is a type of KPI

5. Why are contingency plans important?
   a) They provide alternative courses of action in case of unexpected events
   b) They are not necessary for effective resource management
   c) They are only used in specific industries
   d) None of the above

6. What is the purpose of a proposal for resource requirements?
   a) To outline the necessary resources for a project or task
   b) To exclude relevant personnel from the decision-making process
   c) To replace the consultation process
   d) None of the above

7. Which of the following is a step in researching and analyzing resource requirements?
   a) Identifying stakeholders
   b) Developing a project timeline
   c) Conducting market research
   d) Finalizing the project budget

8. What is an essential aspect of documenting resource requirements?
   a) Creating a risk register
   b) Defining project objectives
   c) Establishing a communication plan
   d) Preparing a resource allocation matrix

9. Which of the following is a potential resource requirement to consider?
   a) Financial capital
   b) Marketing strategy
   c) Employee training programs
   d) Customer satisfaction surveys

10. When researching resource requirements, what is the purpose of conducting market research?
    a) To identify potential risks
    b) To determine the project scope
    c) To assess the availability of resources
    d) To evaluate project milestones

11. Which document is commonly used to document resource requirements?
    a) Project charter
    b) Risk management plan
    c) Stakeholder analysis matrix
    d) Resource requirements specification

12. When consulting with relevant personnel, colleagues, and specialist resource managers, what is the primary objective?
    a) To gather input and insights from different perspectives

b) To delegate responsibility for resource management

c) To identify potential risks and mitigation strategies

d) To finalize the project budget

13. Which of the following is a benefit of consulting with specialist resource managers?

a) Gaining a broader understanding of project objectives

b) Identifying opportunities for resource optimization

c) Streamlining the project timeline and deliverables

d) Establishing effective communication channels

14. When consulting with colleagues, what is an important consideration?

a) Ensuring confidentiality of project information

b) Assigning tasks and responsibilities to team members

c) Setting project milestones and deadlines

d) Conducting market research for resource requirements

15. Which role is responsible for coordinating and managing resource allocation?

a) Project sponsor

b) Project manager

c) Stakeholder representative

d) Quality assurance specialist

16. What is the advantage of consulting with relevant personnel during the resource requirements phase?

a) Enhancing project feasibility analysis

b) Reducing project costs and overheads

c) Establishing project milestones and deliverables

d) Identifying potential risks and mitigation strategies

17. What is the first step in developing a consultation process?

a) Identifying key stakeholders

b) Defining the objectives of the consultation

c) Creating a communication plan

d) Conducting a needs assessment

18. Which of the following is an essential component of an effective consultation process?
    a) Clearly defined decision-making authority
    b) Limited stakeholder involvement
    c) Minimal documentation and record-keeping
    d) Lack of transparency in the process

19. What should be considered when determining the methods of consultation?
    a) The preferences of the project manager
    b) The availability of technology tools
    c) The exclusion of certain stakeholder groups
    d) The diversity of stakeholder perspectives

20. What is the purpose of establishing clear timelines and milestones in the consultation process?
    a) To limit stakeholder input and involvement
    b) To ensure efficient use of resources
    c) To discourage stakeholder feedback
    d) To eliminate the need for communication channels

21. Which of the following is a potential challenge in the consultation process?
    a) Lack of stakeholder diversity
    b) Excessive stakeholder involvement
    c) Limited communication with stakeholders
    d) Inadequate documentation of consultation outcomes

22. What is the primary purpose of an operational plan?
    a) To outline the long-term strategic goals of an organization
    b) To provide a detailed roadmap for achieving business objectives
    c) To allocate financial resources for marketing campaigns
    d) To evaluate employee performance and productivity

23. Which of the following is a characteristic of an effective operational plan?
    a) Vague and ambiguous goals
    b) Lack of alignment with organizational objectives
    c) Clearly defined action steps and timelines
    d) Ignoring the importance of risk management

24. What are key performance indicators (KPIs) used for?
    a) Evaluating the financial health of an organization
    b) Assessing customer satisfaction and loyalty
    c) Measuring employee absenteeism rates
    d) Identifying potential market opportunities

25. How KPIs are typically established?
    a) Based on industry benchmarks and best practices
    b) Determined by individual employee preferences
    c) Randomly selected without any specific criteria
    d) Primarily influenced by competitor performance

26. Which of the following is an example of a leading KPI?
    a) Revenue generated in a fiscal year
    b) Customer churn rate
    c) Employee turnover rate
    d) Net profit margin

27. What is the primary purpose of a contingency plan?
    a) To outline the long-term strategic goals of an organization
    b) To provide a detailed roadmap for achieving business objectives
    c) To prepare for and mitigate potential risks and uncertainties
    d) To allocate financial resources for marketing campaigns

28. When should a contingency plan be developed?
    a) After the project has been completed
    b) As soon as a potential risk is identified

c) Only when mandated by regulatory requirements

d) At the end of the fiscal year

29. What is a common element of an effective contingency plan?
    a) Ignoring the importance of risk assessment
    b) Lack of communication with stakeholders
    c) Clearly defined trigger points and response actions
    d) Focusing solely on best-case scenarios
30. How often should a contingency plan be reviewed and updated?
    a) Once every five years
    b) Only when significant changes occur
    c) At the project initiation phase
    d) Every quarter regardless of changes

31. Which of the following is an example of a contingency plan?
    a) A marketing strategy for a new product launch
    b) A budget allocation plan for an annual conference
    c) A backup power generator for a data center
    d) A performance appraisal system for employees

Part-III: Write the Short Answer

1. What are the key activities involved in researching, analyzing, and documenting resource requirements?
2. Why is it important to conduct research when determining resource requirements?
3. What are the benefits of documenting resource requirements during the planning process?
4. What is the purpose of the consultation process in resource management?
5. What are the key steps involved in conducting a successful consultation process for resource requirements determination?
6. What strategies can be employed to ensure the participation and engagement of stakeholders in the consultation process?
7. Define an operational plan and its importance in resource management.
8. What is the purpose of contingency plans in resource management?
9. Provide examples of situations where contingency plans may be necessary in resource management.

10. What is the purpose of a proposal for resource requirements?

Unit-Two: Work Activities Planning And Scheduling

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

- Task/work activities identifying and prioritizing
- Tasks/work activities breaking down
- Organizational resources allocation
- Schedule of work activities Coordination

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

- Identify tasks/work activities to be completed
- Break down tasks/work activities
- Allocate resources
- Coordinate schedule of work activities

Unit-Two: Work Activities Planning and Scheduling

2.1 Identifying tasks/work activities to be completed

2.1.1 Prioritize Work Effectively

To effectively prioritize your projects, you need to identify how urgent and how important all your different work tasks are, and rank them accordingly. Important work should align with your long-term goals and mission, whereas urgent work simply needs to be done as soon as possible. By learning proper prioritization techniques, you'll become more productive in your work life and more focused on your goals. Prioritizing work involves making difficult decisions about the importance of your ongoing jobs. Follow these seven steps to learn how to prioritize work effectively:

During the workday, tasks are often prioritized (or not) according to the needs of others or the immediacy of deadlines. This can happen in our personal lives, too, with limited time spent on activities that are actually important, and more energy spent being "busy." Prioritizing tasks effectively—with intention and according to future goals—can change this, ensuring that every task you tackle drives value and keeping unimportant tasks from cluttering your to-do list. By implementing prioritization strategies, you can drastically change the arc of your

workday to really make the most of your time in the office—and at home. These strategies will help you evaluate and set your top priorities.

2.1.2 Seven strategies for prioritizing tasks at work

Thoughtful prioritization typically involves creating an agenda, evaluating tasks, and allocating time and work to bring the most value in a short amount of time. Prioritization should be flexible, as you may need to interrupt low-priority tasks for urgent must-dos.

A. Have a list that contains all tasks in one

Effective prioritization comes from understanding the full scope of what you need to get done—even the most mundane tasks should be written down and considered. To give you a complete picture, it's a good idea to include both personal and workday tasks in a single task list. Everything from picking up your dry cleaning to scheduling a one on-one meeting with your boss should be captured in the same place. Once everything is written down, prioritization typically happens according to the importance, urgency, length, and reward of each task.

B. Identify what's important

Understanding your true goals while it might seem like an immediate time management strategy, prioritization is key in achieving long-term goals. Understanding what you're *really* working toward—be it a promotion, a finished project, or a career change—helps you identify the tasks most pertinent to those future outcomes. It can be a good idea to break these larger goals into smaller, time-related goals. For example, a yearly goal can be deconstructed into monthly to-do lists, which then lead to weekly tasks, daily priorities, etc.

C. Highlight what's urgent

Your to-do list should provide full visibility of deadlines, helping you to identify which tasks must be completed promptly and to plan ahead according to future deadlines. Creating deadlines even when they're not formally required is also important; otherwise, you will continue pushing back important tasks simply because they aren't time-sensitive.

D. Prioritize based on importance and urgency

In his 1989 book The 7 Habits of Highly Effective People, businessman and keynote speaker Stephen Covey suggests tasks should be categorized (and then prioritized) according to importance and urgency.

- Urgent and important: These tasks should be done first
- Important but not urgent: Block off time on your calendar to get this done, without interruption
- Urgent but unimportant: Delegate. Delegate. Delegate.
- Neither urgent or important: Remove from your to-do list

Another strategy for ensuring important tasks are prioritized —even above asks from pushy stakeholders or "urgent" ad-hoc requests—is the Most Important Tasks (MIT) methodology. This strategy involves creating a separate list of just three tasks that *must* be done that day. These tasks should be chosen more for their importance than their urgency. To decide, ask yourself goal-oriented questions: What tasks will have the biggest impact on the end result? What can I get done today to further my progress toward that goal?

E. Avoid competing priorities

When the tasks you're working on aren't particularly difficult, it's relatively easy to manage them in tandem. However, as difficulty increases, research shows people who are in positions of power are more likely to prioritize a single goal, whereas people in low powered positions will continue to try and manage multiple priorities. This dual-task strategy has been linked to a decline in performance, which means the most important tasks aren't fulfilled to the highest standard.

A tactic for staying focused on one important task at a time is identifying likely distractions—concurrent tasks or ad-hoc requests —and actively avoiding them throughout the day. This means if you're tasked with pulling data for a project at the same time you're creating slides for a presentation, you should prioritize one task and avoid any work, emails, messages, or preparation related to the other

F. Consider effort

When staring at a long to-do list, it's easy to become overwhelmed by the work that needs doing—a feeling that reduces productivity and leads to procrastination. A strategy to overcome this involves evaluating tasks according to the effort required to complete them. If your to-do list is becoming too burdensome, prioritize those tasks that require minimal time and effort and move through them quickly. This clearing of tasks will give you some breathing space and generate a sense of accomplishment to propel you throughout the day.

G. Review constantly and be realistic

One of the steps in the five-step "Get Things Done" (GTD) methodology from productivity consultant David Allen involves critical reflection. Frequently reviewing your task list and priorities is key in "regaining control and focus",

2.1.3 Effective prioritization

As you realize the necessity of proper prioritization, it can suddenly feel more complicated—and more stress-inducing—than creating a simple task list. The key strategies mentioned above are summarized below; to help you set your priorities with intention.

- Write everything down: Personal and work tasks should be captured in one place.
- Evaluate long-term goals: Consider your larger long-term goals, and the work you need to do to reach them.
- Break down larger goals: To understand how to achieve your long-term goals, break them down into yearly, monthly, and weekly achievements. Create clear deadlines: Give yourself full visibility of deadlines, and create deadlines for yourself when none are formally required.
- Employ the urgent-versus-important method: Prioritize urgent and important tasks; set a specific time to work on important non urgent tasks; and delegate or remove all other tasks.
- Create a daily MIT list: Write down three *important* tasks that should be done that day. These tasks should always relate to your larger, future goals. TEST
- Avoid distractions: Intentionally steer clear of competing tasks, especially as task difficulty increases.

Consider effort: When your task list is becoming too much, prioritize according to effort and breeze through those easier tasks more quickly.

2.1.4 Prioritize your time and be realistic

No matter how well you prioritize, there is only so much you can achieve in one day, and certain distractions are impossible to avoid. It's important to be realistic in setting goals and prioritizing tasks. Otherwise, you'll create false expectations of those around you, and you'll constantly feel as if you're falling behind. Remember, the purpose of prioritization is to spend time working on the important tasks, those things that will make a difference in the long run and move you in the right direction. When prioritization is handled well, you'll feel less reactive and more focused and intentional. The aim is to complete work that signifies true progress, and let all the rest—all the "busyness"—fall to the wayside.

2.2 Break down tasks/work activities

2.2.1 Introduction

A Work Breakdown Structure (WBS) is a deliverable-oriented hierarchical decomposition of the work to be executed by the project team to accomplish the project objectives and create the required deliverables. A WBS is the cornerstone of effective project planning, execution, controlling, monitoring, and reporting. All the work contained within the WBS is to be identified, estimated, scheduled, and budgeted.

The Work Breakdown Structure (WBS) is developed to establish a common understanding of project scope. It is a hierarchical description of the work that must be done to complete the deliverable of a project. Each descending level in the WBS represents an increasingly detailed description of the project deliverable.

2.2.2 Creating a Work Breakdown Structure

By definition, projects are comprehensive tasks far removed from any routine, which always entail a risk and are also squeezed into a tight schedule and cost corset. As a project manager, you receive a project order that contains the title, goals, start and end dates and the specified costs of the project. Nothing more. And often not even that much, but just the instruction: “Do it!”

For a project manager, the first big challenge is to get an overview of the overall task. What exactly is to be done in order to achieve the goals? When exactly what must be done to meet the deadlines? Where are the priorities? And which experts do I need as support? Answering these questions is supported by the project management method **“**Work Breakdown Structure”.

2.2.3 The Work Breakdown Structure in the Start Phase

In the start phase, the Work Breakdown Structure divides each project into plan able and controllable sub tasks (=work packages) and thus contains both the contents on a meta level, the time delimitation of the individual work packages by start and end dates, and the responsibilities for the work packages.

2.2.4 Developing a Work Breakdown Structure

Ideally, the Work Breakdown Structure is drawn up in the form of a workshop with the participation of a well-chosen group of participants during the project start phase. In complex

projects with many participants, a small number of relevant employees are selected. In order to avoid lengthy and inefficient discussions, the number of participants should not exceed eight to ten.

The 6 steps to the Work Breakdown Structure in detail

a) List of all tasks

The first step in creating a Work Breakdown Structure is a complete list of all tasks to be performed within the project in the form of work packages. This should not be done by one person alone (e.g. the project manager) in a quiet room, but in a team. In practice, the brainstorming or mind mapping method is suitable for this purpose.

b) The tasks clusters

The defined tasks are clustered according to subject areas or time schedule. The best method for sorting depends on the project content and must be defined on a case-by-case basis.

c) Define work packages

Following clustering, the identified tasks are summarized in work packages. From the outset, it should be clear which granularity you want to use in order not to get lost in details that have not been lost in this meta-plan. The Work Breakdown Structure can be detailed, but if so, the same level of detail should be found in all project phases.

d) Assignment of responsibilities to the work packages

If the work packages are defined in the form of headings and in their place in the hierarchy, it's time to get down to business: Who does what? The assignment of responsibilities to the work packages takes place in the team with the technical experts. Each person in charge must make a commitment to his or her task. And above all, they must have the necessary time and know-how. Otherwise, the nomination of another employee must be considered.

e) Define start and end dates of work packages

Once the responsibilities have been determined, the work packages are timed by defining the start and end dates. It is important to consider where the priorities lie and which work packages are interdependent. Which activities must take place one after the other, which can be parallelized and which are perhaps not so important and can therefore be postponed?

f) Documentation of the created Work Breakdown Structure

The last step is the documentation of the Work Breakdown Structure created. In the course of this, each sub task also receives a coding – the work package number. This ensures that

there is a fixed place in the Work Breakdown Structure and that the work packages are clearly identified.

2.2.5 The Work Breakdown Structure in the Implementation Phase

In the implementation phase and in project controlling, the work breakdown structure is used as the basis for recording the progress of the work packages step by step and for identifying problems, pending decisions and any delays in deadlines.

2.2.6 The completed Work Breakdown Structure

The finished Work Breakdown Structure is then stored in a central location and distributed to the project team members. A cross-check with the project goals is helpful for quality assurance of the content of the project structure plan.

Are all goals achieved when all work packages have been completed? If so, the claim to completeness is given. A subsequent inclusion of work packages is of course always possible, but care should be taken right from the start not to overlook anything.

A well-designed WBS describes planned outcomes instead of planned actions. Outcomes are the desired ends of the project, such as a product, result, or service, and can be predicted accurately. Actions, on the other hand, may be difficult to predict accurately. A well-designed WBS makes it easy to assign elements of the WBS to any project activity. A good WBS should exhibit the following characteristics:

- Definable—can be described and easily understood by project participants.
- Manageable—a meaningful unit of work where specific responsibility and authority can be assigned to a responsible individual.
- Estimate able—duration can be estimated in time required to complete, and cost can be estimated in resources required to complete.
- Independent—minimum interface with or dependence on other ongoing elements (i.e., assignable to a single control account, and clearly distinguishable from other work packages).
- Integratable—integrates with other project work elements and with higher level cost estimates and schedules to include the entire project.
- Measurable—can be used to measure progress; has start and completion dates and measurable interim milestones.

- Adaptable—sufficiently flexible so the addition/elimination of work scope can be readily accommodated in the WBS framework.

2.3 Allocating Resources

2.3.1 Resource Allocation Definition

Resource allocation, also known as resource scheduling, recognizes and assigns resources for a specific period to various activities. These activities can be either project or non-project. Resources can be either fully or partially available. Resource managers must take resource availability into account while allocating them to the projects. Resource allocation is the process of assigning and managing assets in a manner that supports an organization's strategic goals.

Resource allocation is the process in which a company decides where to allocate scarce resources for the production of goods or services. A resource can be considered a production factor that's used to produce goods or services. Resources can be many things, including labour, machinery, technology, natural resources, real estate, financial resources, etc.

Resource allocation includes managing tangible assets such as hardware to make the best use of softer assets such as human capital. Resource allocation involves balancing competing

needs and priorities and determining the most effective course of action in order to maximize the effective use of limited resources and gain the best return on investment.

In practicing resource allocation, organizations must first establish their desired end goal, such as increased revenue, improved productivity or better brand recognition. Resource allocation is the process of assigning and scheduling resources to project tasks

2.3.2 Allocate Resources

In economics, resource allocation is the assignment of available resources to various uses. In the context of an entire economy, resources can be allocated by various means, such as markets, or planning.

- There are 6 steps to performing a proper resource allocation:
  - Divide the Project into Tasks
  - Assign the Resources
  - Determine resource attributes
  - Resource Leveling
  - Re-allocate as necessary
  - Track resource utilization

Benefits of resource allocation

As you can see, following the right processes and using a complete resource management tool, you can make resource allocation easier and benefit from it in many ways:

- It improves visibility of all resources across the company
- You can avoid under and over-utilization easier
- It helps to keep bookings more accurate
- It's easier to negotiate bookings with other PMs

2.4 Coordinate schedule of work activities

2.4.1 Operation planning and scheduling

Operations management, also called "operations planning" or "operations scheduling," is a term assigned to the planning of production in all aspects, from workforce activities to product delivery. While this type of planning is almost exclusively seen in manufacturing environments, many of the techniques are used by service-oriented businesses. Simple to implement, operations management can be applied using nothing more than a spreadsheet program.

Operations management is primarily concerned with the efficient use of resources. While it is sometimes referred to as production planning and employs many of the same techniques, the primary distinguishing characteristic is that production planning is narrowly focused on the actual production whereas operations management looks at the operation as a whole.

- **Plan & Organize Work Activities**

Planning and organization makes efficient use of your time at the office by keeping you focused from beginning to completion of a project. A comprehensive plan for work activities and projects ensures you tackle all necessary steps for success. Organizational tools allow you to track the planning progress for the activity. An organizational plan also facilitates collaboration and information sharing with other team members who play a role in the completion of the activities. Tweaking your organizational method allows you to create the most effective planning system for your office.

Step 1: Identify the scope and goals of the planning process related to each work activity. Determine what you need to accomplish for the success of the activity or project. Identify the employees who will play a role in the task if it is a team project.

Step 2: Break down the major tasks for the activity into smaller steps that you need to take for completion, essentially creating a to-do list for the project. If other employees are working on the tasks with you, assign each person a role and specific responsibilities to divide the workload.

Step 3: Establish the timeline for completing the work activity. Assign each individual task that goes into the activity a completion date to make sure everything is completed in a timely manner. Give yourself enough time to complete all associated tasks before the deadline passes.

Step 4: Write each due date for the project tasks on your calendar, or set up reminders that pop up on your computer screen as the deadlines approach.

Step 5: Identify potential problems or barriers you may face for the work activities. Create an action plan to avoid those issues to keep the project on track.

Step 6: Utilize an online project management program for major work activities that are critical to the company's success. These programs are particularly effective for

complicated projects or activities that involve many team members. The progress is tracked and all employees can stay updated through the program.

Step 7: Schedule planning meetings when active participation and feedback is needed from others working on the project. Keep the meetings focused and productive to use the time efficiently.

Step 8: Send out regular updates and communication to all other employees who are working on the project. This allows all team members to stay informed and update their to-do lists and timelines as necessary.

2.4.2 Determine Specific Tasks

Brainstorm all required tasks throughout the day. Don't worry about organizing at this stage. Think about everything that happens during the day from walking in the door, making the coffee and logging into the computer. If phones need to be turned on from a voice service, include this along with checking messages. Think about filing, shredding and any inventory tasks that come up regularly. This brainstorming session will become the basis for the daily activities plan.

2.4.3 Prioritize and Sequence Tasks

Group tasks together. There may be tasks that need to be done in a specific sequence or together. For example, there may be a series of actions required in opening the office from unlocking the door, disarming the alarm, switching voicemail off, checking messages and making the first pot of coffee. Go through the entire brainstormed task list and group related tasks.

Once you have the grouped lists that can range from the opening, closing, sales and service tasks, establish the priority items. Re-write each grouped list based on the order of priority. For example, it might be a service priority to return all phone messages within the first hour of opening. Calling a supplier about inventory changes might not be a top priority first thing in the morning.

2.4.4 Set Realistic Timetables

There are some grouped tasks that need to be done at specific times of the day. For example, opening and closing tasks can't be done in the middle of the day. However, other tasks have timetable flexibility. Break the day down into sections to establish a routine. For example, the first hour of the day could be devoted to returning messages from voicemail and email. The

next hour could be devoted to sales related tasks with the following hours before lunch reserved for client meetings.

Think about the best time to perform activities. For example, if you need more energy to write proposals, it might be better to place this task earlier in the day and reserve less energy-intensive tasks for later in the day when your energy is lower. Establish realistic timetables to accomplish tasks. For example, if you know it takes a minimum of two hours to process orders and get them out the same day, don't give yourself the last two hours before the shipping deadline to complete the task; set this priority earlier in the day.

2.4.5 Remove Potential Distractions

There are so many potential distractions in everyone's workday. Personal cell phones, text messages, instant messages, social media and internet surfing are huge distractions but aren't the only ones. Excessive coffee breaks and talking to co-workers greatly reduce productivity as well. Set break times and turn off all devices that could potentially distract from completing tasks. Be realistic about checking devices and talking to co-workers but develop the discipline to limit it to certain times of the day. Some people even turn off email notifications, setting specific times to read and respond to email, focusing energy on immediate tasks rather than trying to multitask.

2.4.6 How to Reduce Project Duration

Odds are you have heard the phrase, "Time is money." When you are talking about the length of business projects, this cannot be truer. The less time it takes you to complete one project, the faster you can get started on another, meaning more clients, more completed work and more pay. However, anyone could reduce project duration if they did not have to produce quality products. The challenge comes when you are considering how to do just as good or even better work in less time.

i. Keep track of how time is used and eliminate time wasters. When working on your next project, set a timer for everything you do to complete a given project. Track not only your steps in project completion, but also your activities that are not project-related, but take time away from the project. For example, keep track of the time you use getting snacks or returning unrelated phone calls. At the end of the project, add up the numbers and cut or modify unnecessary steps that are taking up your time. For example, perhaps you've spent a total of two hours over a course of a month walking back and forth to the copy room to get more paper. To solve this problem, ask the office manager to stock your drawer with copy paper. While things like getting snacks

may not be able to be eliminated, modify them by bringing snacks to your desk or designating snack break times for yourself.

ii. Create an agenda or system to follow when working on projects. Make weekly or daily task lists, including detailed items to do; cross off each task as you accomplish it. This will not only allow you to feel good about getting something done, but will ensure that you are working on projects even when you are stumped. Putting even the smallest details -- such as printing and stapling reports -- on the agenda will also prevent you from underestimating how long some of the most mundane, low-level tasks take to be resolved.

iii. Understand how you work best. Try working in a few different environments, with music on and without music, and while multi-tasking and without multi-tasking. Think about which environment feels more comfortable to you, and compare the work you got done in each. Try to reproduce the same environment for every task. For example, if you work best in the early morning, try to dedicate your mornings at work to working on projects. Leave the afternoons for meetings when you are talking about ideas rather than accomplishing them.

iv. Collaborate and delegate. Work with others, and split up the project into parts by strengths. This way, people who are weak in a particular area do not have to spend days completing a project when someone who is strong in that area could have had it done in hours. Discuss strengths and weaknesses in the office or in your project teams so that you know who to contact about helping you with your project.

v. Let others know you are working on an important project, and cut out time wasted using technology such as social networking, texting and emailing. While these technologies are fun to use and may even help you communicate important business information, you don't have to use them during time that has been allotted for working on a project. Tell people that you are generally working during a certain part of the day, and explain that you will have technology turned off, but that you will be happy to get back to this technology later in the day or the following day. However, always make sure there is a way for others to get in contact with you, should there be an emergency. For example, you may want to keep your office phone on.

Self-check-2

Test-1: Say True Or False

1. Identifying and prioritizing tasks involves determining the importance and order in which tasks should be completed.
2. Breaking down tasks involves dividing them into smaller, more manageable subtasks.
3. Organizational resources allocation refers to the process of distributing resources to different tasks or projects within an organization.
4. Coordination of work activities involves creating and managing a schedule to ensure tasks are completed in a timely and efficient manner.

Test-2: Multiple Choose

1. What is the purpose of identifying and prioritizing tasks/work activities?
   a) To allocate resources effectively
   b) To eliminate non-essential tasks
   c) To determine project milestones
   d) To establish communication channels

2. Which factor should be considered when prioritizing tasks/work activities?
   a) The complexity of the task
   b) The personal preferences of team members
   c) The availability of resources
   d) The project budget constraints

3. What is the benefit of breaking down tasks/work activities into smaller components?
   a) It simplifies resource allocation.
   b) It reduces the need for project coordination.
   c) It eliminates the need for task dependencies.
   d) It enhances task clarity and accountability.

4. What technique is commonly used to break down tasks/work activities?
   a) Gantt chart
   b) Critical Path Method (CPM)
   c) Work Breakdown Structure (WBS)
   d) Agile Scrum framework

5. What factors should be considered when allocating organizational resources?
   a) The availability of financial resources
   b) The skill sets and expertise of team members
   c) The timeline and deadlines of the project
   d) The competitors' resource allocation strategies

6. Who is responsible for the allocation of organizational resources?
   a) Project manager
   b) CEO of the company
   c) Human resources department
   d) Stakeholders of the project

7. What is the purpose of coordinating the schedule of work activities?
   a) To ensure timely completion of tasks
   b) To reduce project costs

c) To eliminate task dependencies

d) To prioritize work activities

8. Which tool is commonly used for coordinating the schedule of work activities?
   a) Project management software
   b) Spreadsheet applications
   c) Email communication
   d) Conference calls

Test-3: Write the Short Answer

1. Provide an example of a method or technique that can be used to effectively identify and prioritize tasks.
2. Why is it important to break down tasks into smaller subtasks?
3. Provide an example of how a complex task can be effectively broken down into smaller, manageable subtasks.
4. What are some challenges or considerations that organizations may face when allocating resources?
5. What is the purpose of coordinating the schedule of work activities in project management?
6. What are some common techniques or tools used for coordinating work activities?

Unit-Three: Resource Acquisition Planning and Managing

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

- Developing and Implementing strategies
- Organizing Policies, Practices And Procedures

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

- Developing and Implementing strategies
- Organizing Policies, Practices And Procedures

Unit-Three: Resource acquisition planning and managing

3.1 Organizational strategies developing and implementing

Strategy Development and Implementation first focuses on defining strategy, looking at the process of strategy formulation, and describing the role of senior management within that process. It instructs how to craft vision and mission statements, how to identify and manage external strategic influences, and includes discussion on corporate social responsibility and sustainability. The course examines methods for appraising the effects of the external environment on an organization's overall position.

Consequently, it also looks at key strategic issues that organizations must consider with regard to their internal environment. The course investigates an organization's position, forecasting, strategic planning, and decision making processes. It also discusses methods of identifying strategic options and deploying strategic analysis to enable an organization to best achieve its objectives. The course then switches focus to discussion on creating operational performance measures that effectively gauge progress toward strategic goals. It examines the strategic and competitive impact of information systems (IS) and the impact of the internet on organizations through looking at e-business and the strategic use and competitive benefits of information and knowledge management systems.

It goes on to analyze the power of customer and suppliers, methods of interaction with them, and various means of determining their value. The course concludes with discussion on the classification of types of change an organization can encounter, and how such entities can cope with the effects of change.

3.1.1 The Basics of Resource Acquisition and Management

Resource Management is defined by the Project Management Body of Knowledge in four different categories: resource planning, resource acquisition, project team development and team management. In the past, I've written about how to manage a team and difficult resources. But defining your team and what you, as a PM, are responsible for is a little different.

Resource Planning focuses on understanding the scope of a project and defining the types of resources needed to complete it. Depending on the organization you work with, the PM may or may not be responsible for these efforts. It will depend on how good the company's work intake process is and how closely managers maintain their resource pool. Resource Acquisition focuses on defining the needs for the project, and obtaining the right resources for the team and other resources and tools available to manage the effort.

- To get started with the project, you need to:
  - ✓ Understand Your Basics: As the PM, you need to figure out what you have to work with. You want any materials that might be available, but some specific items to look for are a project charter document, scope and budget. Without a project team around you, it's necessary to review the available items to help make the right decisions going forward.
  - ✓ Resources: Once you understand the basics, you should be able to pull together the resource types you'll need to drive the business requirement effort. If you're kicking off the project, you'll minimally need to have an analyst. Depending on the structure of your group, it might be a systems analyst, a business analyst or a combination of both. Some additional resources that are helpful, but not necessary, during the initial phase are technical lead(s) for major development groups, a QA lead and developers. If they're not brought in for the initial discussions, they should be engaged as soon as business requirements are complete.

3.1.2 Plan and implement human resourcing:

Review the human resourcing activities in the action plan you developed. Elaborate on your plan by including all steps and strategies to recruit people in accordance with organizational requirements. Incorporate IP requirements for human resource acquisition to ensure trade secrets and confidential information is protected from theft, misuse and unauthorized distribution. Prepare to interview two recruits by organizing a role-play interview with each and preparing paper work Interview, assess and make recommendations on two potential recruits in accordance with your plan.

3.1.3 Employee recruitment and induction

The following example shows how a human resource department recruits and inducts new employees into their business.

Example: - Elsabet recently applied for a position as an operator in an in-bound call center on the Gold Coast and is one of 20 successful applicants. As it is an inbound call center, an induction and training program must be completed satisfactorily before an operator can take any real calls. The induction and training program has taken six weeks to complete. During this time, Elsabet has been paid the basic wage for the role she commenced. She is now eligible to get bonuses based on meeting KPIs.

Practical task

List the key resources you require for your organization or your area of the organization so that you can meet the targets in your operational plan. Consult with staff and others as required.

3.2 Organization's policies, practices and procedures

Resources can be classified as human resources, physical resources and services. Human resource management generally includes the recruitment of people to work in the organization. This process needs to be undertaken in accordance with the recruitment policies of the organization in terms of selection and induction. The acquisition of resources also needs to comply with the policies and procedures of your organization. Using appropriate strategies to determine what resources and services are required, at what time and effective use of the resources is important for the ongoing operation of the business.

3.2.1 Developing Successful Strategies: Planning to Win

A. What is a strategy?

B. What are the criteria for developing a good strategy?
C. Why develop strategies?
D. When should you develop strategies for your initiative?
E. How do you develop strategies?
F. What is a strategy?

A strategy is a way of describing how you are going to get things done. It is less specific than an action plan (which tells who-what-when); instead, it tries to broadly answer the question, "How do we get there from here?" (Do we want to take the train? Fly? Walk?)

A good strategy will take into account existing barriers and resources (people, money, power, materials, etc.). It will also stay with the overall vision, mission, and objectives of the initiative. Often, an initiative will use many different strategies--providing information, enhancing support, removing barriers, providing resources, etc.--to achieve its goals.

Objectives outline the aims of an initiative--what success would look like in achieving the vision and mission. By contrast, strategies suggest paths to take (and how to move along) on the road to success. That is, strategies help you determine how you will realize your vision and objectives through the nitty-gritty world of action.

a) What are the criteria for developing a good strategy?

Strategies for your community initiative should meet several criteria.
Does the strategy:

- ✓ Give overall direction? A strategy, such as enhancing experience and skill or increasing resources and opportunities, should point out the overall path without dictating a particular narrow approach (e.g., using a specific skills training program).
- ✓ Fit resources and opportunities? A good strategy takes advantage of current resources and assets, such as people's willingness to act or a tradition of self-help and community pride. It also embraces new opportunities such as an emerging public concern for neighborhood safety or parallel economic development efforts in the business community.

- ✓ Minimize resistance and barriers? When initiatives set out to accomplish important things, resistance (even opposition) is inevitable. However, strategies need not provide a reason for opponents to attack the initiative. Good strategies attract allies and deter opponents.
- ✓ Reach those affected? To address the issue or problem, strategies must connect the intervention with those who it should benefit. For example, if the mission of the initiative is to get people into decent jobs, do the strategies (providing education and skills training, creating job opportunities, etc.) reach those currently unemployed?
- ✓ Advance the mission? Taken together, are strategies likely to make a difference on the mission and objectives? If the aim is to reduce a problem such as unemployment, are the strategies enough to make a difference on rates of employment? If the aim is to prevent a problem, such as substance abuse, have factors contributing to risk (and protection) been changed sufficiently to reduce use of alcohol, tobacco, and other drugs?

b) Why develop strategies?

Developing strategies is really a way to focus your efforts and figure out how you're going to get things done. By doing so, you can achieve the following advantages:

- Taking advantage of resources and emerging opportunities
- Responding effectively to resistance and barriers
- A more efficient use of time, energy, and resources

c) When should you develop strategies for your initiative?

Developing strategies is the fourth step in the VMOSA (Vision, Mission, Objectives, Strategies, and Action Plans) process outlined at the beginning of this chapter. Developing strategies is the essential step between figuring out your objectives and making the changes to reach them. Strategies should always be formed in advance of taking action, not deciding how to do something after you have done it. Without a clear idea of the how, your group's actions may waste time and effort and fail to take advantage of emerging opportunities. Strategies should also be updated periodically to meet the needs of a changing environment, including new opportunities and emerging opposition to the group's efforts.

d) How do you develop strategies?

Once again, let's refer back to our friends at the fictional Reducing the Risk (RTR) Coalition that hopes to reduce the risk of teenage pregnancy in its community. We'll walk through the

process of developing strategies with this group so as to better explain the who, what, and why of strategies.

As with the process you went through to write your vision and mission statements and to set your objectives, developing strategies involves brainstorming and talking to community members.

3.2.2 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 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. The PMBOK defines it as 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.

Once you have the scope and cost together, you should start building the project timeline. High-level at the start, it will need to make some assumptions to get through your analysis and solution phases (Initiation, Define, and Design). You should be able to take the basic resource types on the project or look at similar plans to build your base plan. The timeline should also contain all the major milestones that impact your organization (not just the simple Phases of a Waterfall or Traditional methodology).

The project plan can include the following items: Scope Management, Quality Management, Resource Management, Communications Management, Change Control Management, Risk Management and Budget Management. There are other areas you can include, like Procurement Management, but they should be based on the needs of the project and organization. We'll review putting together a robust project timeline and resource plan next, to ensure we can start having the right conversations with resource managers.

- 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. If you lock yourself into dates this early, it may be problematic trying to explain why the "original dates" didn't hold true. The project timeline isn't just a schedule of activities; it also includes assigning resources to each. When starting to create a timeline, I always assume I can have 50 percent of a resource's time. This is especially true in a Waterfall/Traditional environment

The basic high-level plan should include your traditional phases (you can grab this from anywhere), resource roles (not individuals) and projected timeline with activities. PMBOK Phases are: Initiate Plan, Execute, Monitor/Control and Close. Your organization may have major phases similar to some major corporations that I've worked at – Initiate, Define, Design, Build & Test, Production and Close. It's a tad different, but is easier for some management teams to digest. Keep in mind that the "monitor and control" phase is consistent throughout the life of the project.

- In each of these phases, there are some basic milestones you should capture:

✓ 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.

Once you've built this out, you'll need to start working with resource managers to gain the right folks for the project. This process is called Acquisition. While resource managers may be aware of the project, it's really your job to educate and provide the means for them to make decisions. Your plan should be detailed enough to drive conversation. Your goal is to get a resource assigned with the right level of knowledge to help drive forward the "Define" and "Design" phases.

A couple of factors that can come into play while you're having these conversations:

- ✓ Expected completion date from client (if known)
- ✓ Known risks and/or watch points for the project effort

Having these defined, or started, may help drive which resources are assigned. For example, if you have flexibility in the production date, you may be able to leverage a newer team resource who needs extra time to learn and grow. If your timeframe is tight, you may need to haggle for a top producer. The same holds true for risks or watch points – if you have any that are known, they will possibly influence decisions.

Self-Check:3

Part-1: True/False

1. Developing and implementing organizational strategies involves creating long-term plans to achieve organizational goals.
2. Organization's policies, practices, and procedures refer to the rules and guidelines that govern how the organization operates.

Part-2: Choose

1. What is the purpose of developing organizational strategies?
   a) To create a detailed operational plan
   b) To align the organization's goals with its mission and vision

c) To establish key performance indicators (KPIs)

d) To allocate financial resources effectively

2. How organizational strategies are typically implemented?
   a) By creating a project management team
   b) Through communication and collaboration with stakeholders
   c) By outsourcing the implementation process
   d) Through the establishment of rigid rules and regulations

3. What is the role of policies in an organization?
   a) To provide guidelines for decision-making and behavior
   b) To limit employee creativity and innovation
   c) To enforce strict rules and regulations
   d) To prioritize cost-cutting measures

4. Why are practices and procedures important in an organization?
   a) To create a bureaucratic work environment
   b) To restrict employee autonomy and flexibility
   c) To ensure consistency and efficiency in operations
   d) To discourage employee engagement and collaboration

Part-3: Short Answers

1. What are the key steps involved in developing and implementing organizational strategies?
2. How does effective communication and stakeholder engagement contribute to the what is the purpose of having clear policies, practices, and procedures within an organization?
3. How can an organization ensure that its policies, practices, and procedures are effectively communicated to employees?
4. What are some key considerations when developing or updating organizational policies?
5. How do policies, practices, and procedures contribute to maintaining compliance and mitigating risks within an organization?

Unit-Four: Monitor and Review Operation

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

- Developing , monitoring and review Performance systems and processes
- Analyzing and interpreting budget and actual financial information
- Identifying areas of underperformance
- Providing mentoring and coaching to support individuals and teams
- Recommending for variations to operational plans
- Managing documentation performances

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

- Develop, monitor and review Performance systems and processes
- Analyze and interpreting budget and actual financial information
- Identify areas of underperformance
- Provide mentoring and coaching to support individuals and teams
- Recommend for variations to operational plans
- Manage documentation performances

Unit-Four: Developing, Monitoring and Reviewing Performance Systems and Processes

4.1 The Origins of Performance Management

Performance management is both a method and a process. The method, assuring that a set of activities and outputs meet an organization's goal, and the process that guides decisions regarding terminations, disciplinary actions, development needs, promotions and remuneration.

4.1.1 Performance Measurement

Carefully constructed performance measures are an essential asset management tool.

Performance measures should be:

i. Current
ii. Available
iii. Reliable

Current: provide information about current performance

Available: At the fingertips of those who need to know, when they need to know

Reliable: Provide information that will not be subsequently proven to be inaccurate.

Performance measures can be used as follows:

Strategic	Report on annual performance to external stakeholders, e.g. Best Value Performance Indicators. They provide a snap shot of overall performance but do not generally assist with the day-today management of the asset. Primary Purpose: To report on performance to others
Tactical	Provide ongoing management information to the Highway/rural roads authority, e.g. random auditing to determine the general condition of the asset (designed as an ongoing management tool). Primary Purpose: To assist in resource allocation decision making
	Provide operational information to service deliverers. They are principally focused on assisting in the management of service delivery and may typically be focused on time to carry out a specific task, e.g. time to respond to reports of dangerous defects. Primary Purpose: To provide information to improve the efficiency of service delivery

4.1.2 Types of Performance Monitoring

In general asset performance management measures are focused on the tactical issues. It is however important that there is alignment between the efforts at all levels. There are a number of different ways of carrying out performance measurement.

The following are some of the most commonly carrying out performance measurement:

A. Random auditing
B. System auditing
C. Monthly auditing
D. Annual audit

A) Random Auditing

Audits can include customer satisfaction surveys, sample condition surveys and ad hoc inspections. Random audits are frequently used to independently audit the performance of Highway Authorities who are working under quality management systems their purpose therefore is to provide an independent crosscheck on performance.

B) System Audits

Where asset management software systems have been implemented the system, if properly used, will provide a source of performance management data. For example customer query systems will be able to provide response times to queries and also be able to identify areas of exception. I.e. particular types of complaint or query or particular geographical areas generating a high number of queries

C) Monthly audits

Where established management systems are in place it is possible to obtain monthly performance statistics. In general these may focus on activities and the time taken to complete them. Progress against an established program may also provide a useful management tool.

D) Annual audits

Some indicators will be based upon information supplied by others annually. This limits the use of such indicators to annual reviews.

4.2 Analyzing and Interpreting Budget and Actual Financial Information

4.2.1 Introduction

The budgeting process is an integral part of the sound financial management of any organization. Adequately planning and managing the entity's resources play important roles as the movement for greater accountability expands in importance. Sound budgeting techniques, such as site-based budgeting, are being emphasized as school district administrators and funding agencies require a heightened level of justification for annual expenditures and decentralized decision making. Site-based budgeting gains its popularity among administrators for its unique ability to effectively target funding because campus management largely makes the resource allocation decisions. However, regardless of which budgeting technique is adopted, some benefits of preparing and managing a budget remain the same: greater control and accountability over financial resources as well as the demonstration that administrators are actively planning for future needs.

4.2.2 Financial Accounting for Local and State School System

A major element of financial data activity rests in the act of budgeting. Budgeting is the process of allocating finite resources to the prioritized needs of an organization. In most cases, for a governmental entity, the budget represents the legal authority to spend money. Adoption of a budget in the public sector implies that a set of decisions has been made by the governing board and administrators that culminates in matching a government's resources with the entity's needs. As such, the budget is a product of the planning process.

The budget also provides an important tool for the control and evaluation of sources and the uses of resources. Using the accounting system to enact the will of the governing body, administrators are able to execute and control activities that have been authorized by the budget and to evaluate financial performance on the basis of comparisons between budgeted and actual operations. Thus, the budget is implicitly linked to financial accountability and relates directly to the financial reporting objectives established by the GASB.

The planning and control functions inherent to any organization, including schools, underscore the importance of sound budgeting practices for the following reasons:

- The type, quantity, and quality of goods and services provided by governments often are not subject to the market forces of supply and demand. Thus, enacting and adhering to the budget establishes restrictions in the absence of a competitive market.

- These goods and services provided by governments are generally considered critical to the public interest and welfare.
- The scope and diversity of operations in an organization make comprehensive financial planning essential for good decision making.
- The financial planning process is critical to the expression of citizen preferences and is the avenue for reaching consensus among citizens, members of the governing board, and staff on the future direction of the governmental unit's operations.

The link between financial planning and budget preparation gives the budget document a unique role in governmental organizations. Budgets in the public arena are often considered the definitive policy document because an adopted budget represents the financial plan used by a government to achieve its goals and objectives. When a unit of government legally adopts a financial plan, the budget has secured the approval of the majority of the governing board and reflects

- Public choices about which goods and services the unit of government will or will not provide,
- The prioritization of activities in which the unit of government will be involved,
- The relative influence of various participants and interest groups in the budget development process, and
- The governmental unit's plan for acquiring and using its resources.

In an educational environment, budgeting is an invaluable tool for both planning and evaluation. Budgeting provides a vehicle for translating educational goals and programs into financial resource plans-that is, developing an instructional plan to meet student performance goals should be directly linked to determining budgetary allocations. The link between instructional goals and financial planning is critical to effective budgeting and enhances the evaluation of budgetary and educational accountability.

4.3 Budget to Actual Variance Analysis in FP&A (Financial Planning & Analysis)

4.3.1 Variance analysis

A common financial control approach is the use of variance analysis. Variance analysis is a tool that is used in controlling budgets. It can be used for expenditures (inputs) where the planned amount of a resource used is compared against the actual amount used.

Similarly, variance analysis can be used for income (outputs) by comparing the quantity produced and sold (income) against the planned amount. The difference between the planned value and actual values is called the variance.

A key function for the FP&A professional is to perform a budget to actual variance analysis. A budget to actual variance analysis is a process by which a company's budget is compared to actual results and the reasons for the variance are interpreted. The purpose of all variance analysis is to provoke questions such as:

- Why did one division, product line or service perform better (or worse) than the others?
- Why are selling, general and administrative expenses higher than last year?
- Are variances being caused by execution failure, change in market conditions, competitor actions, an unexpected event or unrealistic forecast?

The basis of virtually all variance analysis is the difference between actual and some predetermined measure such as a budget, plan or rolling forecast. Most organizations perform variance analysis on a periodic basis (i.e. monthly, quarterly, annually) in enough detail to allow managers to understand what's happening to the business while not overburdening staff.

4.3.2 Performing budget to actual variance analysis

- Variances fall into two major categories:
  A. Favorable variance: Actual came in better than the measure it is compared to.
  B. Negative variance: Actual came in worse than the measure it is compared to.

When explaining budget to actual variances, it is a best practice to not to use the terms "higher" or "lower" when describing a particular line time. For example, expenses may have come in higher than planned, but that produces a negative variance to profit.
In addition, variances are relative to an organization's key performance indicators (KPIs). If the organization utilizes a driver-based, flexible budget or plan where production costs come in higher in a period due to increased sales volume, than that may have a positive effect on organizational profit and show that in the budget to actual variance analysis.

Most variance analysis is performed on spreadsheets (Excel) using some type of template that's modified from period to period. Most enterprise systems have some type of standard variable reporting capability, but they often do not have the flexibility and functionality that spreadsheets provide. Given the very ado nature of variance analysis, spreadsheets are a very useful tool.

4.3.3 The classic: Budget to Actual Variance

You can never go wrong with a classic. Most people are familiar with what an actual to budgeted/plan variance analysis looks like. It is, as its name states, the comparison of actual results to budgeted/planned results. (And by adding some conditional formatting as in the screenshot below, you can more quickly identify where areas of opportunity lie.)

4.3.4 Variance to prior period and same period prior year

Taking the classic variance analysis one step further, an analyst can compare actual to the period immediately prior and to the same period the prior year. Analyzing variances in this way will help bring to light potential changes in seasonality and timing changes that can help to correct future forecasts. (As a side note, it's good practice to write notes on the variances directly on the variance analysis to the right of the data, as in the screenshot below).

4.3.5 Interpreting the variances

After performing the variance analysis steps above, an FP&A analyst needs to put on the "investigator hat," go to the business areas, and ask what and why: What is driving the variances? Why were targets missed, hit or exceeded?

- To test the underlying business logic, an analyst can:
  - ✓ Analyze the elasticity of inputs (i.e. what is the impact of a 1 basis point change in iPhone margins on profit margins?).
  - ✓ Look for offsetting or magnifying variances that may cause an inaccurate model to appear accurate at points in time.
  - ✓ Using the same model, forecast the time horizon using only historical data. (What would have happened and why?)

The use of dashboards, sensitivity analysis and scenario analysis are an essential part of this interpretation process.

Self-Check:4

Test-1: Multiple Choice

1. Interpreting and analyzing budget and financial information helps stakeholders:
   a) Understand the financial health and performance of an organization
   b) Allocate resources effectively
   c) Make informed decisions
   d) All of the above

2. Identifying areas of underperformance helps organizations:
   a) Address shortcomings
   b) Improve overall performance
   c) Allocate resources to address root causes
   d) All of the above

3. Mentoring and coaching contribute to:
   a) Personal and professional development
   b) Improved performance
   c) Increased motivation
   d) All of the above

4. Variation in the operational plan allows organizations to:
   a) Adapt and adjust to changing circumstances
   b) Respond effectively to dynamic environments
   c) Ensure alignment with organizational goals
   d) All of the above

5. Having a system to manage procedures helps organizations:
   a) Ensure consistency and efficiency in operations
   b) Facilitate process improvement

c) Manage risk

d) All of the above

Test-2: True/False

1. Interpreting and analyzing budget and financial information involves understanding the financial health and performance of an organization.
2. Identifying areas of underperformance refers to recognizing and addressing areas where an organization is not meeting desired goals or standards.
3. Mentoring and coaching involve providing guidance and support to individuals or teams to enhance their skills and performance.
4. Variation in the operational plan refers to the flexibility and adaptability of the plan to accommodate changing circumstances or unforeseen events.

Unit-Five: Work Performance Review And Evaluate

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

- Work plans, strategies & implementation
- Comprehensive consultation
- Policies, process and activities
- Performance appraisal
- Performance appraisal report
- Recommendation to improve operational plan

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

- Reviewing work plans, strategies & implementation
- Review Comprehensive consultation
- Reviewing policies, process and activities
- Conducting performance appraisal
- Preparing performance appraisal report
- Preparing and presenting recommendation to improve operational plan
- Implement feedback mechanism

Unit-Five: Identifying Areas of Underperformance and Recommending Solutions

5.1 What is underperformance?

Underperformance is when an employee is performing their duties below the required level expected. The following points underline some of many examples that class as underperformance:

- ✓ Failing to perform duties to a high standard/altogether
- ✓ Non-compliance of work policies and procedures
- ✓ Bad behavior that negatively impacts others in the workplace.

5.1.2 Developing a plan with an underperforming employee

Each scenario will require you to deal with things differently. If the issue is solely with an individual, then taking the following steps ensures fair treatment:

- Approach the employee in question and ask how things have been going and ask if they have anything they wish to talk about.
  - ✓ Some employees will feel able to disclose what could be bothering them, which makes developing a plan much easier.
  - ✓ Those who are unaware of how their actions are impacting the business, it's the right time to bring up a few concerns and strategize a plan.
- Write down the issues and agree on a plan together. SMART targets are a classic but fantastic way to set goals.
- Should any of the issues be rooted in personal problems then offer to be a listening ear and advise on employee support through your HR department?
- Ensure every conversation thereafter is kept positive yet constructive

5.1.3 Five Steps in Managing Underperformance in the Workplace

One of the greatest challenges in managing employees is dealing with underperformance. But you don't have to let problems get to the point that an employee who's not getting the job done receives reprimands or is fired.

A highly valuable skill that you should cultivate in your managing is being able to turn underperforming employees into satisfactory—or even exemplary—performers.

With this skill, you can spare the organization the considerable cost of firing one person and hiring another. And when employees see their struggling colleagues being encouraged to grow rather than being cut loose, they perceive the loyalty involved and are more likely to be loyal in turn.

The following five steps can help you address underperformance in a way that strengthens the company as a whole—before a problem becomes untenable.

A. Set clear expectations and match employees to the skills required.

A performance problem often results from company and/or employee uncertainty about what the job entails. If you have input into hiring, you can help prevent this problem by stipulating job requirements that are as precise and clear as possible.

Exact job specifications will not only assist in the hiring process by allowing candidates to be specifically evaluated on their ability to do what's required, they allow you to document exactly what the expectations are, so there will be no confusion in your managing or in their understanding of the job.

B. Conduct performance reviews.

Underperforming employees sometimes aren't even aware that they're not meeting expectations. Performance reviews should be held for all employees on a regular, periodic basis, and these reviews are an ideal time to call the underperformance to the employee's attention. But don't treat the review as a "report card." Rather, it should be an honest, two-way dialogue on how to improve performance.

- Ask questions such as:
  - ✓ What do you think the expectations are?
  - ✓ Are you aware of the areas where you're not meeting expectations?
  - ✓ Are there specific problems you're having that can be addressed, such as inadequate equipment?
  - ✓ Are there parts of the job you simply can't do because you don't know how or aren't able?
  - ✓ Are you having problems with coworkers that are hindering your work?

When discussing problem areas, don't be vague or use generalizations that could be taken personally. Speak about specific problems and specific actions that can be taken to correct them. For underperforming employees, you'll need to document exact performance goals and

state in writing what the consequences will be if those goals are not achieved. But also documented should be the action plan to achieve those goals, including necessary support from you and other resources in the company.

Protecting the company from continued underperformance by "drawing a line in the sand" about what will be tolerated is only one aspect of managing underperformance—the ultimate goal is to motivate and empower employees to become productive members of the team.

C. Provide necessary training.

In many cases, performance problems are a result of an employee being unprepared for the job. This may be because the employee was hired without the necessary skills, or the job may have evolved. In these lack-of-skill cases, training is essential to correct the underperformance. Your role in managing this training will be to budget for it, to advocate for additional funds if necessary, and to stipulate what the training should be and how much of it the employee needs.

D. Install a mentoring program.

In a mentoring program, employees are matched with someone more experienced within the company who can help the employee learn the skills and attitudes needed to do the job. A mentor can seek to inspire a passion for the work in the employee, as well as continually be on hand for encouragement and advice.

A solid mentoring program can turn underperformers into stars, and you can help facilitate the program and/or be a mentor yourself.

E. Encourage a sense of ownership.

Many employees are just "earning a paycheck" and have no real excitement about the company, its vision, or its opportunities— nor do they see themselves as an integral part of the enterprise.

Performance reviews, training, and mentoring can help an employee see that their job is important and that their contribution is valued—helping to build a "sense of ownership"—but there also needs to be a collaborative, "we're all in this together" philosophy that's perceivable throughout the company, starting at the top.

With underperforming employees, the spark to motivate positive change is often simply an attitude adjustment, so work hard to get them to see that their success and the company's success are intertwined. Do so with respect and with a genuine plea for them to take

“ownership” of their role in the company, and you may be shocked at the performance turnaround

A. Types of monitoring to get you started

- ✓ Process monitoring. This is often referred to as '**activity** monitoring.
- ✓ Compliance monitoring.
- ✓ Context monitoring.
- ✓ Beneficiary monitoring.
- ✓ Financial monitoring.
- ✓ Organizational monitoring.
- ✓ Results monitoring.

B. How do you monitor a work implementation plan?

Step 1: Review and refine your action plan(s)

Step 2: Prepare for implementation.

Step 3: Prepare for evaluation.

Step 4: Make mid-course corrections based on evaluation results.

Step 5: Develop a plan to communicate about implementation and evaluation.

C. Implementation process

Implementatio**n** is the process that turns strategies and plans into actions in order to accomplish strategic objectives and goals. Implementing your strategic plan is as important, or even more important, than your strategy.

Implementation refers to a cycle of steps taken to deliver activities, outputs, results and impact while managing finances and for risk. Monitoring is a management tool for improving project and programmed performance, both to improve organizational delivery and control for risk.

D. Steps in an implementation plan

Follow these crucial steps to implement your actions effectively, efficiently and most of all successfully.

Step 1 – Create a list of the outcomes required.

Step 2 – Allocate a champion for each outcome.

Step 3 – Determine what action needs to be taken for outcomes to be achieved.

E. Effective implementation

What is Effective Implementation? Effective implementation is about ensuring community Triple P practitioners, organizations, and partners are engaged and well-supported to make positive parenting happen, together. Triple P is a successful program with known benefits for families and communities.

F. Monitor Plan Performance

Monitoring the performance of the management during the maintenance phase is important. It will enable you to see if the predicted impacts closely resemble the actual conditions in the field, and if the strategies in the maintenance are effective in managing the impacts.
You need to review the application of the maintenance management plan and recommend any changes that may be required for continuous improvements.

G. Measurement of Works

In most civil works contracts, payments are directly linked to the actual amount of works completed by the contractor. Since the contractor would like to recover incurred expenditure as soon as possible, the contract normally indicates when and how often payment claims can be submitted to the client. When payments are due, the contractor prepares an invoice detailing the quantities of work completed since the previous claim.

These quantities are based on information compiled from the site production reports.
Before the client issues the payment, a final control of the works is necessary to verify that the quantities of work have actually been carried out, and that the works conform to prescribed quality standards. Any errors in the claimed quantities are then rectified.

Equally, the client may deduct poor quality work from the claim. Based on the revised volumes of work, the client can then finalize the payment. Measuring completed works is a common cause of disputes between the contractor and the client. For this reason, the method of measurement is often described in detail in the works specifications. The volumes of work do for payment are recorded using the unit of measurement stated in (TVET Program Title)

- ✓ **Negotiating modifications to learning plans.**

One of the most important skills is trainees need for classroom management negotiation. Trainers and parents is more aware of their rights and less likely to consider the trainers to be always right. This can make relationships between trainers and trainees stronger in that trainees feel like they are heard and respected as trainers teach and model good communication skills to trainees. Learning the art of negotiation can make your classroom a place of constant learning as struggles between trainees or between trainees and trainers become teachable moments.

- ✓ **Negotiating with Trainees**

Every classroom has challenging days, and learning to negotiate with trainees through all of their emotional ups and downs helps trainers stay balanced, focused and in control. Establishing clear policies, procedures and expectations at the beginning of each term will help cut down on conflicts. But when they do arise, having strong negotiating skills can help. Conversations that begin with positive language like, “I understand you are frustrated in my class, and I am here to help you. Can you explain what is causing the biggest problem?” Have your class syllabus on hand so you can refer the trainee back to what he already knows and ask him what about the syllabus is confusing or hard to understand. Ask your trainee what he/she feels is an appropriate response to the problem, and help him/her come up with ways to go forward and be successful. Letting the trainee take some amount of control gives him ownership of the problem and lets him know you heard his concerns and are ready to help.

- ✓ **Negotiating Between Students**

Conflicts in the classroom often arise between trainees, and trainers can find themselves mediating to keep control. Modeling strong negotiation skills along the way prepares when conflicts need to be dealt with. If possible, remove the two trainees from the situation that is causing the conflict; have them step outside with you to cut down on escalation in the classroom. Make sure to provide a task that will keep the other students busy. Begin the conversation between the two trainees by allowing them to explain their positions. After each has had a turn, begin your negotiation by summarizing what each student has told you. Start by saying, "What I hear you saying, Mark is that it frustrates you when Jim does…" Do the same thing for the other student. Ask each to provide what he thinks would be the best solution and get them to agree to a plan. This can take just a few minutes or a few meetings over time. You may also need the help of a principal or counselor if you think the situation is more than can be handled in just a few minutes.

- ✓ **Negotiating with Parents**

Teaching requires good communication skills, including when negotiating with parents when they feel their child has been treated unjustly. Make yourself available to communicate with parents at any time during the school year, not just at conference time. Provide an e-mail address and voice-mail number where you can be contacted at any time. When parents come in for a meeting, be sure you have all the information you provided the student on hand to show them. Letting them know that all students have equal and multiple opportunities to get information and be successful can defuse difficult situations. Always use positive language when speaking about a child. Let the parents know you are on their child's side and want her to be successful. If the parents still feel their child needs some special consideration, offer additional help, after-school tutoring or testing to see if there is a learning problem. Be flexible and willing to hear what the parents are saying, and negotiate changes in things such as homework amounts and time given in class to work.

- ✓ **Negotiating with Other Professionals**

An often surprising place where negotiation skills are important for teachers is when communicating with other educators. Classrooms, multipurpose rooms, computers and supplies must be shared in equitable ways, and teachers can find themselves at odds with each other during busy times of the year. To keep professional relationships positive, learn to communicate in encouraging ways during staff meetings. Find ways to be flexible when scheduling field trips, assemblies and class parties. Be a leader when it comes to helping

others find ways to compromise, and use your negotiation skills to mediate and support whenever possible. Teachers are human and can have bad days. Learn to look for opportunities to encourage others and make friends of everyone you can. This will get you the respect of your co-workers and more opportunities to negotiate and solve problems.

5.2 Operations Scheduling and Workplace Planning

5.2.1 Introduction

Scheduling and workplace planning is the final step in operation planning and design. Operation's scheduling and workplace planning is implemented during transformation of input to output. Scheduling deals with production of required quantity of product within the required time frame. Workplace planning deals with allocation of resources with priority to work job with first delivery date.

- ✓ **Operations Planning**

Scheduling deals with both time allocations as well resource allocation for production of required quantity. Operations' planning is done as part of short term planning.

High level objective of operation's planning is to decide the best way of allocation of labor and equipment as to find balance between time and use of limited resources within the organization.

There are three important task performed by operations scheduling:

- Allocation of resources
- Workforce scheduling
- Production equipment scheduling

Operations' planning ensures that proper workflow is established by ensuring allocation of job on appropriate machines before the advent of production activities. Scheduling is production timetable highlighting sequence of job, timing and quantity for allocation of resources as to help an organization in cash flow planning. Therefore, there are three main objectives of production scheduling:

- Due importance to delivery date and avoiding delays in completion
- Reducing time of job on machines
- Proper utilization of work centers
- Operation scheduling is arrived at base on the following principles.
  - ✓ Ensure continuous job schedule

- ✓ End to end completion of job
- ✓ Remove the bottleneck
- ✓ Ensure feedback as to make adjustment
- ✓ Skill set of workforce
- ✓ Enhancement of product and process
- ✓ Scheduling helps in capacity planning as to reduce bottlenecks.
- ✓ Scheduling helps in streamlining order production based on due date.
- ✓ Scheduling helps in sequencing of various job works.

- Scheduling is done with two approaches, and they are as follows:
  - ✓ Forward scheduling is type of scheduling where the planner considers order received date as the starting point for forward planning of all the activities.
  - ✓ Backward scheduling is type of scheduling where the planner considers the order delivery date as the starting point and does backward planning of all activities.

✓ **Workplace Planning**

Workplace planning ensures optimum productivity by ensuring proper utilization of limited resources and priorities' job order at different work centers. Workforce control ensures that maximum output is achieved from machines, raw material and workforce. All production-related information is recorded as to establish input-output control as to achieve overall efficiency and optimum utilization of raw materials.

- The main objectives of workforce planning and control are as follows:
  - ✓ Priorities various job orders
  - ✓ Record data related to process quantities
  - ✓ Providing status of workplace orders to control panel
  - ✓ Record output data to monitor capacity control
  - ✓ Provide measurement of efficiency and productivity

Therefore operations scheduling and workplace planning play an pivotal role in success of an organization.

✓ **Review and approve work plan.**

The review and approval of the work plan by management and the project team formalizes the transition activities and allows project work to commence. Complete the review and approval process of the work plan.

Management and sponsor(s) may provide:

- ✓ Full approval; or
- ✓ Approval with qualifications (areas that require revision before full approval).
- ✓ Make any changes as necessary.
- ✓ Obtain formal approval of the changes.
- ✓ Prepare the baseline plan.
- ✓ Communicate the setting of the baseline to all impacted groups.
- ✓ Distribute the approved plans and schedules.

Implement the data collection, project tracking and management processes.

Implement the data collection, project tracking and management processes to assist in the management of the project plan, changes, issues, risks, quality and status reporting.

Maintain the project plan.

Commence the ongoing maintenance of the Work Breakdown Structure and project plan. All changes must follow the formal scope management and change control process

5.3 Implementation, monitoring and performance review

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

- **Step overview**

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.

A. Frequent reviews of the operations to determine if each of the activities outlined in the operational plan is being undertaken or not.
B. Periodic reviews of the outcomes to determine whether the activities undertaken are generating an acceptable level of performance in relation to each issue.
C. 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.

Main outputs

a) Creation of a detailed operational (implementation) plan
b) Formal adoption of the EAF based management 'plan'
c) Regular reports on level of activities completed to execute the operational plan
d) Periodic reports on the performance of the entire management system in generating acceptable performance for each of the operational objectives and overall community outcomes.

- ✓ **Needs of Every Results-Based Monitoring System**

Every monitoring system needs four basic elements: ownership, management, maintenance, and credibility as shown in figure 1 below.



Figure 1. Basic elements of monitoring system

- ✓ **Ownership**

Ownership can be thought of as the demand part of the equation. Ownership has to come from those at every level who use the system, and demand for performance information at each level needs to be identified. Stakeholder ownership of data at every level—national, regional, and local—is critical. If there are levels where people do not see the need for, or have a use for, the data collected, there will be problems with quality control and ownership. The feedback loop will be disrupted. Without ownership, stakeholders will not be willing to invest time and resources in the system. The system will ultimately degenerate, and the quality of data will decline.

- ✓ **Management**

Who, how, and where the system will be managed is critical to its sustainability. Data collection can also be hampered by overlap of data coming from different agencies; duplication of data in ministries and the national statistical agency; time lags in receiving data, that is, data that are received too late to have an impact on the decision making process; and people not knowing what data are available.

- ✓ **Maintenance**

Maintenance of monitoring systems is essential, to prevent the systems from decaying and collapsing. It is important to know who will collect what kind of information and when, and to ensure that information is flowing horizontally and vertically in the system. Monitoring systems, like other government information systems (such as auditing or budgeting) must be continually managed.

- ✓ **Credibility**

Credibility is also essential to any monitoring system. Valid and reliable data help ensure the credibility of the system. To be credible, monitoring systems need to be able to report all data—both good and bad. If bad news, or information demonstrating failure to meet desired outcomes and targets, is deliberately not reported, the system will not be credible.

- ✓ **Reporting the Findings**

Performance information is to be used as a management tool. Thus, performance information is derived from both monitoring and evaluation. Both can provide critical, continuous, and real-time feedback on the progress of a given project, program, or policy.

Analyzing and reporting performance findings are a critical step because it determines what is reported, when it is reported, and to whom it is reported. This step also has to address the current technical capacity of the organization because it focuses on the methodological dimensions of accumulating, assessing, and preparing analyses and reports.

This information sheet focuses specifically on reporting findings and addressing the following issues:

- uses of monitoring and evaluation findings;
- knowing the audiences and targeting the appropriate information to those audiences;
- presentation of performance data in clear and understandable form; and
- What happens if performance news is bad?

The Uses of Monitoring and Evaluation Findings

Monitoring and evaluation reports can play many different roles, and the information produced can be put to very different uses:

- ✓ To demonstrate accountability—delivering on political promises made to citizenry and other stakeholders
- ✓ To convince—using evidence from findings
- ✓ To educate—reporting findings to help organizational learning

- ✓ To explore and investigate—seeing what works, what does not, and why
- ✓ To document—recording and creating an institutional memory
- ✓ To involve—engaging stakeholders through a participatory process
- ✓ To gain support—demonstrating results to help gain support among stakeholders
- ✓ To promote understanding—reporting results to enhance understanding of projects, programs, and policies.

Evaluation reports serve many purposes. The central purpose, however, is to "deliver the message"—inform the appropriate audiences about the findings and conclusions resulting from the collection, analysis, and interpretation of evaluation information.

Uses of Performance Findings

Using findings to improve performance is the main purpose of building a results-based M&E system. The main point of the M&E system is not simply to generate continuous results-based information, but to get that information to the appropriate users in a timely fashion so that the performance feedback can be used to better manage organizations and governments.

Additional Benefits of Using Findings: Feedback, Knowledge, and Learning

M&E systems provide important feedback about the progress, as well as the success or failure, of projects, programs, and policies throughout their respective cycles. These systems constitute a powerful, continuous public management tool that decision makers can use to improve performance, and demonstrate accountability and transparency with respect to results. One way to consider M&E feedback within the development context is as follows: "Evaluation feedback has been broadly defined as a dynamic process which involves the presentation and dissemination of evaluation information in order to ensure its application into new or existing development activities . . . feedback, as distinct from dissemination of evaluation findings, is the process of ensuring that lessons learned are incorporated into new operations"

5.4 Conducting Performance Appraisal

5.4.1 What are performance appraisals?

Performance appraisals are primarily used to improve an employee's performance. It can also be used to justify an employee's compensation and their potential for promotion. An effective employee performance appraisal process can drive performance, reduce dissatisfaction, identify training opportunities and boost company culture. Appraisals are typically conducted with a performance appraisal form.

Similarly, a poorly executed performance appraisal process can lead to negative outcomes such as employee disengagement, office politics and poor company culture.

Here are some common reasons why employees may consider performance appraisals ineffective:

A. No input from employee – Employees don't feel like their opinions and suggestions are being valued since their manager does most, if not all of the talking.
B. Does not assess actual performance – Evaluations often end up focusing on an employee's personal traits even if they do not necessarily have a negative impact on their work, instead of their actual contributions and productivity.
C. Can be highly subjective – Results rely too heavily on the personal bias of their manager. Factors such as the manager's mood and personal preference affect the results of what is supposed to be an objective evaluation.
D. Managers are not prepared – Some companies have employees working on a different shift from their managers. As a result, employees feel that their managers have not observed them enough to provide an accurate assessment of their performance.
E. Too infrequent – Since most companies conduct performance appraisals only once or twice a year with no catch-up sessions in between, employees are only informed of their performance status during the actual appraisal. This can lead to anxiety and defensiveness on the employee's part.

   To address these employee concerns it is vital to prepare a well-executed performance appraisal process.

5.4.2 How to conduct a performance appraisal

Performance appraisals are an integral part of performance management, as they allow each employee to receive feedback – be it praise for outstanding contributions, suggestions for areas for improvement, or to plan for career growth by setting performance and development objectives for the year ahead.

5.4.3 Five Effective Tips on Conducting a Performance Appraisal

Here are 5 tips a manager, supervisor or HR professional can use to conduct an effective performance appraisal:

- Prepare – ensure you are well prepared by:

- ✓ Reviewing the notes from the employee's previous appraisals – You can start by getting a "snapshot" of the employee's general status and progress by reviewing their last appraisal before comparing it to their more recent works
- ✓ Reviewing their more recent works – Most employee evaluations are scheduled on an annual or biannual basis, which means their recent works and activity have not been reviewed. Review an employee's recent works and compare them to
- ✓ Providing live feedback – Provide on-the-spot positive, and negative feedback instead of waiting for the scheduled appraisal. This shows the employee that you are actually paying attention to their work which will encourage them to be more open and honest during your actual appraisal

- Make it conversational – Having a conversation instead of "lecturing" an employee during a performance appraisal is important because employees are compelled to be open and honest when they feel that they are listened to. Involving the employee in the process encourages engagement and a better understanding of the purpose of the performance appraisal.
- Customize action plans – Action plans must be customized according to each employee's strengths, weaknesses, target metrics, and personal goals as a member of the organization to be effective. A good action plan must be logical, doable, and directly linked to goals.
- Set effective and realistic goals – An effective and realistic goal should be aligned with the company's objective, have a time-frame for completion, and an expected output. Employees are more enthusiastic and work harder to meet their individual goals when they understand how it impacts the company's broader success. Factors such as the nature of the task, the employee's capabilities, and the tools and support provided such as training and supervisor assistance should all be considered when setting effective and realistic goals.

Proper documentation – Properly documenting what was discussed during a performance appraisal is essential for practical and procedural purposes. Proper documentation provides you with easy access to employee appraisals should you need to access them. It's also a common requirement to have employees sign their performance appraisal form as acknowledgement.

5.4.4 When to hold performance appraisals

The time of year you select to conduct performance appraisals is important. Peak periods should be avoided as you need to be able to give each employee the attention they deserve. It is worth noting that the process of reviewing employee performance should be ongoing. Aim to discuss each employee's development with them as and when issues arise, rather than putting it off until a formal review. This keeps the lines of communication open, as it helps to ensure that nothing in a formal performance appraisal will come as a complete surprise.

Making regular notes throughout the year of each employee's performance will allow you to accumulate information that can be discussed during the reviews. Details of any new qualifications gained by an employee, participation in seminars, industry conferences or courses, or involvement in special projects should all be recorded on file. This will allow for more in-depth discussions and give you a more rounded picture of the employee's contribution and professional growth since their last review.

5.5 Preparing for performance appraisals

Prior to each meeting, draft an agenda to follow. Key points to be covered should include:

- Each employee's goals or KPIs and how well they have met these
- Areas where they have excelled
- Areas where improvement is needed

Remind your employees to assess their own performance too. Self-analysis can be as simple as considering the goals each employee achieved – or missed. Or consider asking staff to complete a more formal "SWOT" analysis by addressing:

- Their strengths and weaknesses
- Opportunities they have taken advantage of to enhance their performance
- Any threats that have impacted or may impact their performance

This can also be a good way to identify issues in your workplace that you may be unaware of, or highlight the need for staff training in particular areas.

- During the performance appraisal, typical points to address can include:
  - ✓ The employee's quality of work and ability to meet particular metrics
  - ✓ Dependability and punctuality
  - ✓ Leadership, communication and team skills
  - ✓ Progress made towards personal career goals

- ✓ Innovation and problem-solving skills

Importantly, establish a follow-up strategy for each staff member. Conclude the appraisal with a discussion about the employee's goals and career aspirations, and develop a plan to achieve these. This lets your employees know that your company is invested in their personal career growth.

5.6 Feedback mechanism

Most organizations that were successful in gathering feedback from people in local communities, and in distributing information back (closing the feedback loop), found it necessary to have more than one mechanism in place. In fact, some organizations used several different methods in order to provide options for all of the different groups within the local community to provide feedback and to get information. In particular, practitioners highlighted the following mechanisms and methods that have worked well:

- ✓ Community-based assessments and score-cards: Several organizations are successfully utilizing community-based assessments to let them know how well their operations are functioning and where they can make improvements. If people report that they wanted to give feedback, but that they did not know how, the staff is made aware that they need to increase their communication and make appropriate changes.
- ✓ Complaints and Response Mechanisms (CRMs): These are primarily used in the humanitarian sector and many have been established with the support of HAP. When they decide the most appropriate ways to lodge complaints, the result is a feedback mechanism that works for many different people.
- ✓ Self-Assessments: Organizations that voluntarily choose to commit to the principles and standards outlined in HAP.
- ✓ Using multiple methods and communication mediums: Most organizations have found that multiple methods and means for communication are needed to ensure that all primary stakeholders can have their voices heard. This is especially crucial for ensuring marginalized or minority groups are provided an opportunity to share their feedback and to receive information.
- ✓ Building Trust: Most organizations noted that having good relations with the local community based on mutual understanding and trust is a key first step in getting meaningful feedback.

5.7 Investments In and Incentives for Recipient Feedback Processes

In reports and interviews, practitioners highlighted a number of investments that agencies need to make to have effective feedback mechanisms, as well as the need to address organizational incentives to ensure that feedback is both gathered and utilized.

- Frontline staff needs to be trained and supported. Active listening skills and skilled facilitation are critical to effective and meaningful feedback processes. Staff members must be able to ask probing questions to elicit feedback and engage people in critical analysis and reflection. They need to be inquisitive and ask questions even if they think they know the answers since different individuals or groups may have different views.
- Staff members need to recognize the value of feedback to their own work. Several people pointed out that the conscientiousness and commitment of the frontline staff are key factors in effective feedback processes. Some staff may feel threatened by the feedback mechanisms set up by their agencies.
- The local population needs to trust the agencies and be willing to provide feedback. For feedback processes to be effective, primary stakeholders need to trust the process and be willing to honestly share their concerns and suggestions. This requires both an understanding of the purposes that the feedback process serves and the ability to give timely and constructive feedback in a safe (and sometimes confidential) way.
- Agencies need to dedicate adequate resources. Effective feedback mechanisms require staff time and resources. Because of limited funding, gathering recipient feedback is often tied to formal evaluation processes which are better resourced, but which may not be continuous.
- Reporting mechanisms need to be more robust. What feedback is gathered and how it is reported counts when trying to affect decision-making processes. One of the indicators is consultation and accountability processes with program participants. The data is self-reported, but staff noted that at least this question is asked and that the data is published across the organization.
- Incentives may be needed for managers to prioritize accountability to recipients. Several people pointed out the need to address the tensions between the commitment to forward accountability and other management priorities. Organizational incentives may be needed to ensure that managers are consistently held accountable for the level of accountability to recipients, not just to donors, that they are able to demonstrate. For

instance, in most organizations, program and staff performance reviews do not include measuring how well they listened to or incorporated recipient feedback in their strategies and decisions.

- Donors need to invest in recipient feedback mechanisms. While donors are increasingly incorporating accountability principles in their guidelines and assessments, many do not provide funding for feedback mechanisms.

5.7.1 Effective Performance Feedback

Effective performance feedback communicates information about performance and development as objectively as possible

- It may be to reinforce good performance and useful behaviors.
- It may be to correct to improve performance, change unhelpful behaviors and assist individuals with their development.

Leading practices in performance management encourage both leaders and team members to consider different sources of feedback in gauging performance effectiveness. Feedback may come from:

- Direct observations and feelings
- Examples of work
- Project evaluations
- Surveys
- Client feedback
- Peer feedback
- Team feedback
- Leader's feedback
- Partner/stakeholder feedback.
- Is specific, factual and accurate
    - ✓ Is timely
    - ✓ Looks at tasks, outputs, outcomes and behavior
    - ✓ Focuses on actions not attitudes
    - ✓ Reinforces achievements / strengths
    - ✓ Clearly identifies areas for improvement
    - ✓ Is future focused and leads to action
    - ✓ Enhances confidence and self-esteem.

- Key skills involved in giving and receiving performance feedback are
  - ✓ Analysis (facts, specifics, examples)
  - ✓ Active listening (to check information, understanding and explore differences)
  - ✓ Use of questions
  - ✓ Empathy
  - ✓ Assertive communication.

Self-Check:5

Part-I: Say True or False

1. An implementation plan is also known as a strategic plan.

2. An implementation plan outlines the steps your team should take to accomplish a shared goal or objective.
3. Comprehensive consultation is a component of work plans, strategies, and implementation.
4. Policies, processes, and activities are important considerations in work plans, strategies, and implementation.
5. Performance appraisal is a part of the implementation process.
6. A performance appraisal report is generated as part of the implementation process.
7. Recommendations to improve the operational plan can be made during the implementation process.
8. Feedback mechanisms are important for evaluating and improving the implementation of work plans and strategies.

Part-II: Multiple Choose

1. Which of the following is a key component of a work plan?
   A. Goals and objectives
   B. Performance appraisal
   C. Feedback mechanism
   D. Comprehensive consultation

2. What is the purpose of a performance appraisal?
   A. To develop work plans
   B. To evaluate employee performance
   C. To provide feedback to employees
   D. To improve operational plans

3. Which of the following is NOT a part of the implementation process?
   A. Policies, processes, and activities
   B. Performance appraisal report
   C. Recommendation to improve operational plan
   D. Feedback mechanism

4. What is the role of comprehensive consultation in work plans?
   A. To gather input from stakeholders

B. To evaluate employee performance

C. To develop performance appraisal reports

D. To provide feedback to employees

5. How can a feedback mechanism contribute to the success of work plans?

A. By identifying areas for improvement

B. By setting goals and objectives

C. By conducting performance appraisals

D. By developing policies and processes

6. What is the purpose of developing work plans and strategies?

a) To provide a roadmap for project implementation

b) To conduct performance appraisals

c) To establish feedback mechanisms

d) To analyze consultation processes

7. How are work plans and strategies implemented?

a) Through comprehensive consultation

b) By developing policies, processes, and activities

c) By conducting performance appraisals

d) By creating performance appraisal reports

8. What is the benefit of comprehensive consultation?

a) It eliminates the need for work plans and strategies

b) It ensures stakeholder buy-in and collaboration

c) It simplifies the performance appraisal process

d) It allows for the development of feedback mechanisms

9. Who should be involved in the comprehensive consultation process?

a) Only top-level management

b) Only external stakeholders

c) Relevant personnel and stakeholders

d) Only performance appraisers

10. What is the purpose of developing policies, processes, and activities?
    a) To provide guidance and direction for employees
    b) To conduct comprehensive consultations
    c) To analyze performance appraisal reports
    d) To develop work plans and strategies

11. How do policies, processes, and activities contribute to organizational performance?
    a) They streamline the performance appraisal process
    b) They establish feedback mechanisms
    c) They provide a framework for effective decision-making and operations
    d) They eliminate the need for work plans and strategies

Part-III: Write the Short Answers

1. What is comprehensive consultation in the context of work plans, strategies, and implementation?
2. What is the role of policies, processes, and activities in work plans, strategies, and implementation?
3. What is performance appraisal in the context of work plans, strategies, and implementation?
4. What is a performance appraisal report in the context of work plans, strategies, and implementation?
5. What are recommendations to improve an operational plan?
6. What is a feedback mechanism in the context of work plans, strategies, and implementation?

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