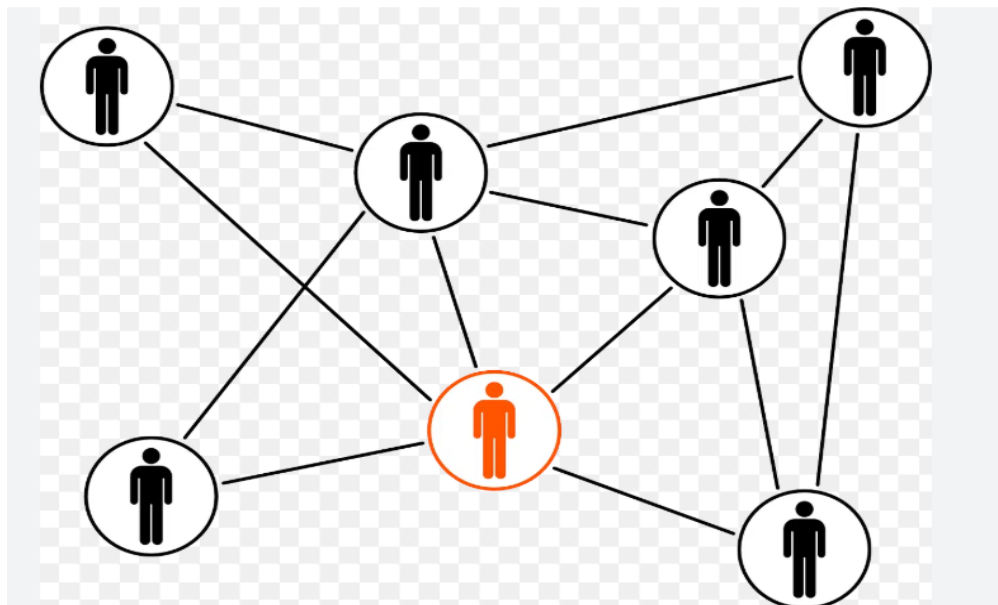


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# Web Development and Database Administration Level V

**Based on November, 2023 Version-II Curriculum**

**Module Title: - Establish and Maintain Client User Liaison**



**Module code: EIS WDDBA5 M03 1221**

**Nominal duration: -30 Hours**

**Prepared by: Ministry of Labor and Skill**

**December, 2024**

**Addis Ababa, Ethiopia**

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## Acknowledgement

Ministry of Labor and Skills wish to extend thanks and appreciation to the many representatives of TVET instructors and respective industry experts who donated their time and expertise to the development of this Teaching, Training and Learning Materials (TTLM).

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## Acronyms

SSD     Solid-State Drive

VPN    Virtual private network

AWS    Amazon Web Services

ERP    Enterprise Resource Planning

CMS    Content Management Systems

R&D    Research and Development

IOT     Internet of thinking

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## Introduction to the Module

This module covers the competence required to establish and maintain client use of liaison in an IT environment, post implementation. This occurs after the business-critical functions have been determined. Whether in business, technology, or service industries, effective liaison management helps to align expectations, foster trust, and ensure smooth collaboration.

### This module covers the Units:

- Determine support areas
- Develop support procedures
- Assign support personnel

### Learning Objective of the Module

- Identify and record Information technology usage
- Identify stakeholders in the system
- Determine required level of support
- Contact organisational units
- Establish support procedures
- Develop Service-level agreement procedure
- Identify IT skills
- Assign selected personnel
- Provide support and feedback

### Module Instruction

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

1. Read the information written in each unit
2. Accomplish the Self-checks at the end of each unit
3. Read the identified reference book for Examples and exercise

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## Unit One: Determine support areas

### Instruction sheet

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

- Identifying and recording Information technology usage
- Identifying system stakeholders
- Identifying organizational structure, culture and politics
- Determining level of support

This unit will also assist you to attain the learning outcomes stated in the cover page.

Specifically, upon completion of this Training Module, you will be able to:

- Identify and record information technology usage
- Identify system stakeholders
- Identify organizational structure, culture and politics
- Determine required level of support

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## 1.1. Identifying and recording Information technology usage

Identifying and recording Information Technology (IT) usage involves monitoring, assessing, and documenting how technology is being used within an organization or by individuals. This helps in understanding patterns, improving efficiency, ensuring compliance, and enhancing security. The process includes various methods to track IT resources, such as hardware, software, and networks. Here's a structured approach to identifying and recording IT usage:

### 1.1.1. Define Key Areas to Track

**Hardware Usage:** Identify the devices used, such as computers, servers, smartphones, or IoT devices.

**Software Usage:** Track which software applications are being accessed or used. This could include productivity software (e.g., Microsoft Office), enterprise software (e.g., ERP systems), and specialized tools (e.g., design or engineering software).

**Network Usage:** Monitor how devices are interacting with the network, including internet access, local network resources, and cloud-based services.

**Data Usage:** Track the flow of data across systems and networks, including data storage, data transfer, and cloud storage usage.

**User Behavior:** Document user activities, including login times, the duration of use, types of applications accessed, and websites visited.

### 1.1.2. Set up IT Usage Monitoring Tools

**Network Monitoring Software:** Tools like Wire shark, Nagios, or SolarWinds can help track network traffic, device connections, and bandwidth usage.

How employees are using their computers, applications, and the internet.

**Cloud Usage Monitoring:** Services like Microsoft 365 Admin Center, Google Workspace Admin Console, or third-party tools can track cloud storage and service usage.

### 1.1.3. Document and Record IT Usage

**Data Collection:** Automatically collect data from the above tools at regular intervals (daily, weekly, or monthly), storing it securely for later analysis.

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**Categorize Data:** Organize data into meaningful categories (e.g., software categories, usage frequency, or device types) to simplify analysis.

**User Profiles:** Create profiles for individual users that capture the types of IT resources they access, their roles, and how frequently they use each resource.

**Time-Tracking:** Record how much time is spent on each application or system and identify which resources are used most and least.

#### 1.1.4. Analyze IT Usage Data

**Identify Trends:** Look for trends in usage, such as increased use of certain tools, higher network traffic during certain hours, or frequent access to specific applications.

**Detect Unused or Underused Resources:** Identify resources that are rarely or never used, which might indicate inefficiencies or underutilization.

**Monitor Compliance:** Ensure that the usage patterns align with organizational policies, legal requirements, and security protocols.

**Evaluate Productivity:** Assess whether IT tools are being used productively or if employees are engaging in non-work-related activities (e.g., social media or personal browsing).

#### 1.1.5. Ensure Compliance and Security

**Access Controls:** Track who has access to what resources and ensure that only authorized individuals have access to sensitive data or systems.

**Security Logs:** Maintain records of security-related events (e.g., failed login attempts, unusual access patterns) to prevent breaches and comply with security policies.

**Audit Trails:** Maintain an audit trail of IT usage for compliance with regulations such as GDPR, HIPAA, or internal company policies.

#### 1.1.6. Report IT Usage

**Generate Reports:** Use the data collected to generate reports on IT usage for management review, compliance audits, or performance evaluations.

**User Feedback:** Collect feedback from users about their experience with IT resources to identify pain points or inefficiencies.

**Actionable Insights:** Provide actionable insights based on the data, such as recommendations for resource allocation, software upgrades, or employee training.

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### 1.1.7. Review and Improve

**Review Usage Regularly:** Set regular intervals to review IT usage reports and adjust monitoring practices if needed.

**Optimize IT Resources:** Based on recorded usage, optimize resource allocation, software licenses, and hardware purchasing decisions.

**Implement Changes:** Modify policies or introduce new tools based on the insights from usage data (e.g., implementing software restrictions, providing additional training, or increasing cloud storage capacity).

### Benefits of Identifying and Recording IT Usage

- **Efficiency Gains:** Helps to identify bottlenecks and underused resources, leading to better resource management.
- **Cost Management:** Can help reduce costs by identifying unused software, excess hardware, or unnecessary subscriptions.
- **Security Improvements:** Helps identify unusual activity and potential security risks, ensuring proactive protection.
- **Compliance Tracking:** Enables the tracking of data usage and access, ensuring that the organization adheres to relevant regulations.
- **Improved Productivity:** By identifying how employees use IT resources, organizations can optimize workflows, improve support, and implement training where needed.

## 1.2. Identifying system stakeholders

A “stakeholder” is any person or organization that is actively involved in a project, or whose interests may be affected positively or negatively by execution of a project.

A stakeholder is anybody who can affect or is affected by an organization, strategy or project.

A **stakeholder** is any person, organization, social group, or society at large that has a stake in the business.

A “stakeholder” can be-The project manager, sponsor, team, customer, suppliers, creditors, employees, unions, city, community, geographic region, professional organizations, individual or group impacted by the project, Internal or external; local or international organizations.

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Stakeholders can be internal to the organization or external. In many projects the public at large will become a stakeholder to be considered during the project. The challenge for the project manager when the public is a stakeholder will be to act while considering public needs.

A project manager must be sure to identify and list all potential stakeholders for a project. Potential stakeholders include but are not limited to: Competitors National communities Employees Professional associations Government Prospective customers Government regulatory agencies Prospective employees Industry trade groups Public at large (Global community) Investors Shareholders Labor unions Suppliers Local communities

The project manager must document relevant information for all identified stakeholders. This information may include the stakeholder's interests, involvement, expectations, importance, influence, and impact on the project's execution as well as any specific communications requirements.

It is important to note that although some identified stakeholders may not actually require any communications, those stakeholders should be identified.

When identifying stakeholders and rating their level of interest and involvement in the project, it will become important to use some sort of a tool — a rating scale, an influence diagram, or a chart form to identify the level of power, influence, interest, or impact that the stakeholder may have on the project.

### 1.2.1. Identify Stakeholders process has the following Inputs

- Project Charter High-level document that authorizes the project and assigns/authorizes the project manager'
- Procurement Documents Identifies procurement contract stakeholders
- Enterprise Environmental Factors Consideration factors such as culture, systems, procedures, industry standards
- Organizational Process Assets Consideration factors such as templates, lessons learned, stakeholder registers from former projects

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### 1.2.2. Identify Stakeholders process uses the following Tools & Techniques:

Stakeholder Analysis Gathering and assessing information to determine whose interests should be taken into account for a project

Expert Judgment, Expert technical and/or managerial judgment (from any qualified source)

### 1.2.3. The Identify Stakeholders process has the following Outputs:

Stakeholder Register a document identifying all project stakeholder information, requirements, and classification

Stakeholder Management Strategy defines the approach to increase stakeholder support and reduce negative impacts represented in a stakeholder analysis matrix

In order to rate each stakeholder's importance and impact on the project you need some form of stakeholder analysis. Stakeholder analysis focuses on the stakeholder's importance to the project, and to the organization, the influence exerted by the stakeholder, plus stakeholder participation and expectations.

The following is a list of some of the common tasks associated with the Identify Stakeholders process:

1. Identify and document a list of all project stakeholders
2. Validate the Stakeholder Register (list)
3. Create a high-level approach for communicating with all stakeholders
4. Define your responsibilities as project manager, and those of other stakeholders.

### WHAT DO WE MEAN BY STAKEHOLDERS AND THEIR INTERESTS?

Stakeholders are those who may be affected by or have an effect on an effort. They may also include people who have a strong interest in the effort for academic, philosophical, or political reasons, even though they and their families, friends, and associates are not directly affected by it.

- **Primary stakeholders** are the people or groups that stand to be directly affected, either positively or negatively, by an effort or the actions of an agency, institution, or organization

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- **Secondary stakeholders** are people or groups that are indirectly affected, either positively or negatively, by an effort or the actions of an agency, institution, or organization
- **Key stakeholders**, who might belong to either or neither of the first two groups, are those who can have a positive or negative effect on an effort, or who are important within or to an organization, agency, or institution engaged in an effort.

**Stakeholders' interests can be many and varied. A few of the more common:**

- **Economics.** An employment training program might improve economic prospects for low-income people, for example. Zoning regulations may also have economic consequences for various groups.
- **Social change.** An effort to improve racial harmony could alter the social climate for members of both the racial or ethnic minority and the majority.
- **Work.** Involving workers in decision-making can enhance work life and make people more satisfied with their jobs.
- **Time.** Flexible work hours, relief programs for caregivers, parental leave, and other efforts that provide people with time for leisure or taking care of the business of life can relieve stress and increase productivity.
- **Environment.** Protection of open space, conservation of resources, attention to climate change, and other environmental efforts can add to everyday life. These can also be seen as harmful to business and private ownership.
- **Physical health.** Free or sliding-scale medical facilities and other similar programs provide a clear benefit for low-income people and can improve community health.
- **Safety and security.** Neighborhood watch or patrol programs, better policing in high-crime neighborhoods, work safety initiatives – all of these and many other efforts can improve safety for specific populations or for the community as a whole.
- **Mental health.** Community mental health centers and adult day care can be extremely important not only to people with mental health issues, but also to their families and to the community as a whole.

**WHY IDENTIFY AND ANALYZE STAKEHOLDERS AND THEIR INTERESTS?**

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The most important reason for identifying and understanding stakeholders is that it allows you to recruit them as part of the effort. The Community Tool Box believes that, in most cases, a participatory effort that involves representation of as many stakeholders as possible has a number of **important advantages**:

- It puts more ideas on the table
- It includes varied perspectives from all sectors and elements of the community affected.
- It gains buy-in and support for the effort from all stakeholders
- It's fair to everyone
- It saves you from being blindsided by concerns you didn't know about. It strengthens your position if there's opposition.
- It creates bridging social capital for the community
- It increases the credibility of your organization.
- It increases the chances for the success of your effort.

## HOW TO IDENTIFYING STAKEHOLDERS

- Brainstorm. Get together with people in your organization, officials, and others already involved in or informed about the effort and start calling out categories and names.
- Collect categories and names from informants in the community
- Consult with organizations.
- Get more ideas from stakeholders as you identify them.
- If appropriate, advertise.

## STAKEHOLDER ANALYSIS/STAKEHOLDER MAPPING

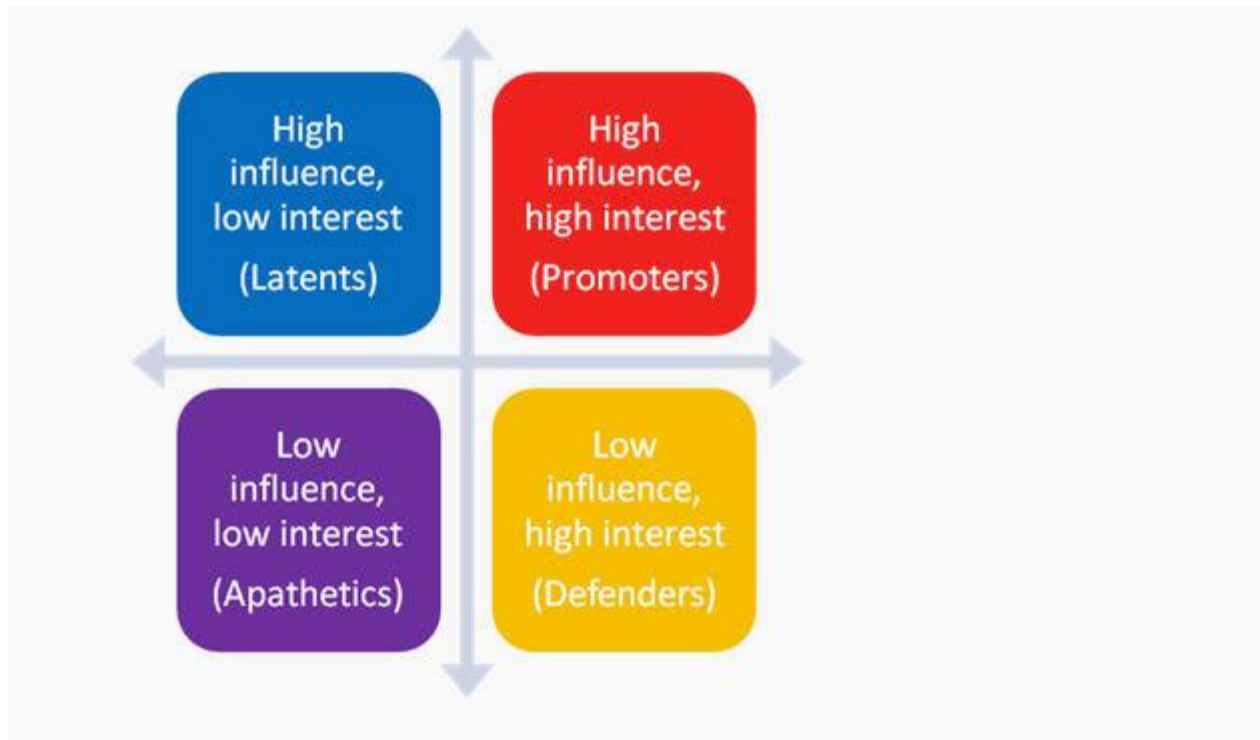
Stakeholder analysis (stakeholder mapping) is a way of determining who among stakeholders can have the most positive or negative influence on an effort, who is likely to be most affected by the effort, and how you should work with stakeholders with different levels of interest and influence.

Most methods of stakeholder analysis or mapping divide stakeholders into one of four groups, each occupying one space in a four-space grid:

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Figure 1.1 stakeholder mapping



## STAKEHOLDER MANAGEMENT

Stakeholder management is where analysis and practice meet. It allows you to use the analysis to help gain support and buy-in for your effort

## EVALUATION OF THE STAKEHOLDER PROCESS

Here are some evaluation questions you might consider:

- What could you have done to better identify stakeholders?
- Which strategies worked best to involve different populations and groups?
- How successful were you in keeping people involved?
- Did you provide any training or other support? Was it helpful? How could it have been improved?
- Did your stakeholder analysis and management efforts have the desired effect? Were they helpful?

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- Did stakeholder involvement improve the work, effectiveness, and/or political and community support of the effort?

The answers to these and similar questions could both help you improve the current effort and make a big difference the next time – and there will be a next time – you involve stakeholders.

### 1.3. Identifying organizational structure, culture and politics

#### 1.3.1. Organizational structure

Organizational structure is a system used to define a hierarchy within an organization. It identifies each job, its function and where it reports to within the organization. This structure is developed to establish how an organization operates and assists an organization in obtaining its goals to allow for future growth. The structure is illustrated using an organizational chart.

Organizational structure determines how the roles, power and responsibilities are assigned, controlled, and coordinated, and how information flows between the different levels of management.

An **organizational structure** defines how activities such as task allocation, coordination and supervision are directed towards the achievement of organizational aims. It can also be considered as the viewing glass or perspective through which individuals see their organization and its environment.

Organizational structure allows the expressed allocation of responsibilities for different functions and processes to different entities such as the branch, department, workgroup and individual.

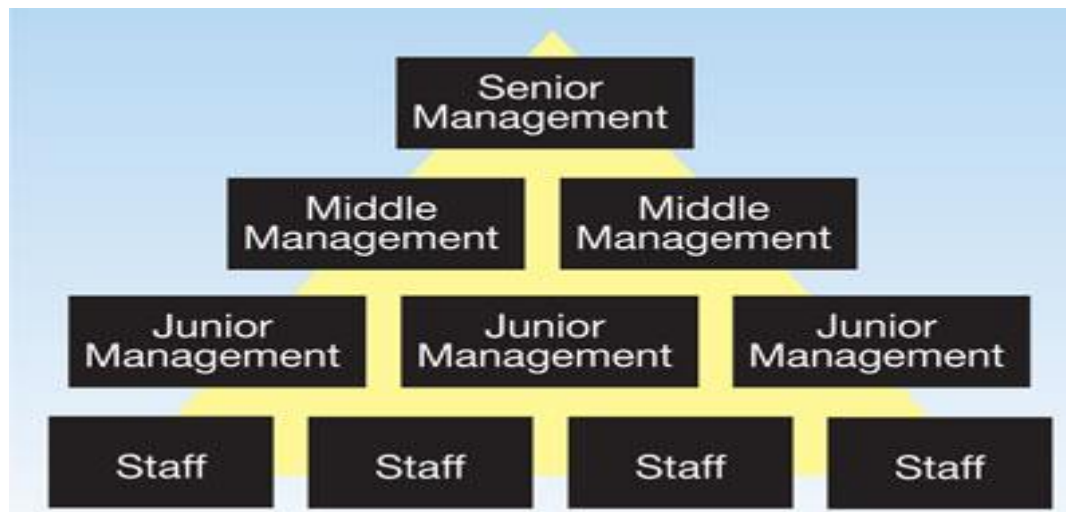
Organizational structure affects organizational action in two big ways:

1. It provides the foundation on which standard operating procedures and routines rest.
2. It determines which individuals get to participate in which decision-making processes, and thus to what extent their views shape the organization's actions.

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**Figure1.2 Hierarchical organization structure**



Organizational structures can take many forms. These are influenced by factors such as its purpose, size, and the complexity of the tasks it performs, the external environment and its culture. Its products, services or where it is located also determine which structure is best.

### **1.3.2.Organizational culture**

Organizational culture is the collection of values, expectations, and practices that guide and inform the actions of all team members. Think of it as the collection of traits that make your company what it is.

Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs. Every organization develops and maintains a unique culture, which provides guidelines and boundaries for the behavior of the members of the organization.

An organizational culture reflects the shared values within the organization that impact employee morale, communication and, ultimately, success. Companies use formal processes and activities to influence culture, such as social activities to promote teamwork. However, much of an organization's unique culture evolves through informal channels. For example, a company's culture can be affected by the way employees communicate during lunch, breaks and other informal encounters.

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Organizational culture includes an organization's expectations, experiences, philosophy, and values that hold it together, and is expressed in its self-image, inner workings, interactions with the outside world, and future expectations. It is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid. Also called corporate culture, it's shown in

1. The ways the organization conducts its business, treats its employees, customers, and the wider community,
2. The extent to which freedom is allowed in decision making, developing new ideas, and personal expression,
3. How power and information flow through its hierarchy, and
4. How committed employees are towards collective objectives.

The **seven characteristics of organizational culture** are:

1. Innovation (Risk Orientation) - Encourage their employees to take risks and innovate in the performance of their jobs.
2. Attention to Detail (Precision Orientation) - Employees are expected to be accurate in their work.
3. Emphasis on Outcome (Achievement Orientation) - Companies that focus on results, but not on how the results are achieved, place a high emphasis on this value of organizational culture
4. Emphasis on People (Fairness Orientation) - Great deal of importance on how their decisions will affect the people in their organizations.
5. Teamwork (Collaboration Orientation)
6. Aggressiveness (Competitive Orientation) -Dictates whether group members are expected to be assertive or easygoing in the marketplace.
7. Stability (Rule Orientation) -Rule-oriented, predictable, and bureaucratic in nature.

### **1.3.3.Organizational politics**

Organizational politics are self-serving behaviors" that "employees use to increase the probability of obtaining positive outcomes in organizations". Influence by individuals may serve personal interests without regard to their effect on the organization itself.

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The pursuit of individual agendas and self-interest in an organization without regard to their effect on the organization's efforts to achieve its goals.

Organizational politics is itself similar to a game, one that requires an assumption of risks just like any contact sport. "It must be played with diligence and a full understanding of the landscape, players and rules."

Organizational politics can be a nasty business where people promote their own self-interests at the expense of company goals. It can also be secretive, and it can cause us to doubt the intentions of other people.

#### 1.4. Determining required level of support

Determining the level of support required by each organizational unit is essential to optimize resource allocation, enhance operational efficiency, and ensure smooth functioning across all departments. To assess this, it's important to consider a variety of factors, ranging from the specific tasks and functions each unit performs to its current performance and challenges. Here's a detailed approach to determine the level of support for each unit:

##### 1.4.1. Identify Organizational Units and Their Functions

**List all organizational units:** Define and categorize all units in the organization (e.g., HR, IT, Finance, Marketing, R&D, Operations).

**Understand the functions:** Determine the key responsibilities and functions of each unit. For instance, IT handles technology infrastructure, while HR is focused on recruitment and employee well-being.

##### Assessing Operational Complexity

**Task complexity:** Evaluate how complex the tasks within each unit are. For instance, units handling high-level strategic decisions (like R&D or strategy) might require specialized, high-level support, while operational units (e.g., HR or finance) might need administrative and process-related support.

**Technology reliance:** Units that heavily rely on technology (e.g., IT, Marketing) may require more technical support and resources than units with simpler technology needs.

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**Decision-making impact:** Units that make decisions with larger organizational impacts (e.g., Finance, Strategy) may need more leadership and decision support systems.

### Analyze Performance and Bottlenecks

**Current performance:** Assess the effectiveness and efficiency of each unit. If a unit is underperforming, it might need more support, training, or external expertise to resolve issues.

**Identify pain points:** Look for bottlenecks and challenges faced by the units. For example, if HR struggles with recruitment software, they may need technical support.

**Metrics and KPIs:** Use performance metrics or key performance indicators (KPIs) to evaluate the outcomes of each unit's functions, such as employee turnover rate for HR or project completion timelines for Operations.

### Resource Availability and Usage

**Current resource allocation:** Examine the existing resources (budget, manpower, technology, etc.) available to each unit. Is the current allocation sufficient to meet the unit's needs?

**Support requirements:** Identify if certain units require more human resources (e.g., more staff for customer service) or technical tools (e.g., better project management software for Operations).

### Inter-Unit Dependencies

**Support dependencies:** Some units may rely heavily on the services of others. For instance, the IT unit may need to provide continuous technical support to the entire organization, while Marketing may require support from Creative teams.

**Collaboration needs:** Determine if there are areas where support should be coordinated across multiple units, such as in cross-departmental projects. Communication support or collaborative tools might be necessary for smoother interaction.

### External Factors

**Regulatory compliance:** Some units (e.g., Finance, HR) may need more external support to ensure compliance with laws, tax regulations, or industry standards.

**Market trends and competition:** For units like Marketing and Sales, external trends and market competition may require more external support, such as market research and customer feedback.

### Staff Skills and Development Needs

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**Training and development:** Evaluate the current skills of the staff within each unit. Units with skill gaps or high turnover may need more support in terms of training programs, mentoring, or leadership development.

**Knowledge transfer:** Some units may require more knowledge-sharing mechanisms, like documentation, workshops, or expert consultations.

### Support Categories

Identify the types of support each unit needs:

- **Administrative support:** General administrative tasks such as scheduling, record-keeping, or office management (e.g., HR or Admin departments).
- **Technical support:** Support related to hardware, software, and IT infrastructure (e.g., IT or Marketing units).
- **Strategic support:** This includes expert consultations, market research, data analytics, and decision-making assistance (e.g., R&D, Strategy, or Finance).
- **Human resources support:** Staffing, recruiting, employee relations, and organizational development support (e.g., HR).
- **Customer service support:** Direct support related to client relationships, feedback, and product support (e.g., Sales or Customer Support units).

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| <b>Self-check 1</b> | <b>Written test</b> |
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**Directions:** Answer all the questions listed below and choose the best answer for the given alternatives.

- What is the first step in identifying and recording IT usage?
  - Analyzing IT usage data
  - Setting up IT usage monitoring tools
  - Defining key areas to track
  - Generating IT usage reports
- Which of the following tools can be used for network monitoring?
  - Microsoft 365 Admin Center
  - Wire Shark
  - Google Workspace Admin Console
  - Solar Winds
- What is a key benefit of identifying and recording IT usage within an organization?
  - Increased employee training
  - Cost management and resource optimization
  - Restricting access to all software
  - Prohibiting employee internet access
- Which of the following is critical for ensuring compliance and security in IT usage?
  - Time tracking
  - Access controls and security logs
  - Analyzing trends in data usage
  - Documenting user feedback
- Which of the following is considered a primary stakeholder in a project?
  - A competitor of the organization
  - A local community directly impacted by the project
  - A government regulatory agency
  - A professional association interested in the industry trends

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6. What is the purpose of stakeholder analysis in project management?
  - A. To identify and assess the financial risks of the project
  - B. To determine which stakeholders have the most positive or negative influence on the project
  - C. To document the technical requirements of the project
  - D. To assign project tasks to team members
7. Which of the following is an example of a secondary stakeholder?
  - A. A project sponsor
  - B. An employee whose job will be affected by the project
  - C. A neighboring community indirectly impacted by the project
  - D. A supplier providing materials for the project
8. Which of the following best describes the role of organizational structure?
  - A. It defines how resources are allocated based on financial considerations.
  - B. It determines how roles, power, and responsibilities are assigned and how information flows within the organization.
  - C. It sets the rules for customer service and sales strategies.
  - D. It outlines employee training and development programs.
9. Which of the following is NOT a characteristic of organizational culture?
  - A. Innovation (Risk Orientation)
  - B. Aggressiveness (Competitive Orientation)
  - C. Product Quality (Result Orientation)
  - D. Teamwork (Collaboration Orientation)
10. Which of the following is a key characteristic of organizational politics?
  - A. Employees working in a completely transparent and cooperative manner
  - B. Individuals pursuing self-interest and personal agendas without regard to organizational goals
  - C. A focus on innovation and risk-taking to improve the organization's goals
  - D. Formal decision-making processes with a focus on consensus

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11. Which of the following elements is NOT typically influenced by organizational culture?
- Employee behavior and decision-making
  - Employee job satisfaction and motivation
  - The physical location of the company's headquarters
  - How employees interact with customers and the community

**I. Give short answer**

1. What factors should be considered when determining the level of support for each organizational unit?

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2. How can performance and bottlenecks be assessed for each unit?

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3. What are the different types of support that units might require?

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4. Why is inter-unit collaboration important when determining support needs?

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5. How can staff skills and development needs influence the support required by a unit?

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## Unit Two: Develop support procedures

### Instruction sheet

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

- Contacting organisational units
- Establishing support procedures
- Service-level agreement procedure

This unit will also assist you to attain the learning outcomes stated in the cover page.

Specifically, upon completion of this Training Module, you will be able to:

- Connect organizational units
- Establish support procedures
- Determine service level agreement

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## 2.1. Contacting organisational units

Contacting organizational units" typically refers to reaching out to different departments, teams, or sections within an organization for communication, collaboration, or coordination purposes. In the context of IT usage, it might involve consulting or engaging with various organizational units (such as HR, finance, or IT teams) to gather information, clarify requirements, or ensure the smooth implementation of IT monitoring, compliance, or resource management processes.

To contact an organizational unit and verify support needs, it's important to follow a structured approach. Here's a guide on how you can proceed

- Identify the Organizational Unit
- Define the Support Needs
- Prepare Your Message
- Send the Message
- Follow Up

## 2.2. Establishing support procedures

Establishing clear procedures for providing the required support involves defining the method of contact, frequency of meetings, and reporting structure. Below is a comprehensive guide to setting these procedures

### A. Method of Contact

#### Primary Contact Channels:

- **Email:** Ideal for formal communication and sending detailed reports or documents.
- **Phone/VoIP:** For urgent matters or discussions that require immediate clarification.
- **Instant Messaging (e.g., Slack, Microsoft Teams):** For quick queries or informal communication.
- **Project Management Tools (e.g., Jira, Trello):** For managing tasks, updates, and support tickets.

#### Designating Contact Points:

- Ensure there are clear points of contact within both your team and the support team.
- Assign a primary contact for each area of support (e.g., technical support, HR, finance).

#### Response Time Expectations:

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- Define acceptable response times (e.g., within 24 hours for non-urgent matters, immediate response for urgent requests).

#### **Example Procedure for Contact:**

- All inquiries should be directed to [Contact Name] at [Contact Email] for non-urgent issues.
- For urgent matters, use the [Slack/Teams channel or phone number] for direct and immediate assistance.

#### **B. Frequency of Meetings**

##### **Initial Kickoff Meeting:**

- Held at the start of the support engagement to outline objectives, timelines, and communication channels.

##### **Regular Status Meetings:**

- Weekly or bi-weekly meetings to track progress, resolve issues, and adjust plans.
- This can include project updates, resource needs, or ongoing support issues.

##### **Ad-Hoc or Emergency Meetings:**

- For critical issues, setup meetings as needed with a shorter lead time (e.g., within 24 hours).

##### **Final Review Meetings:**

- Held at the end of the project or support period to assess the success, resolve any last issues, and review lessons learned.

#### **Example Procedure for Meetings:**

- **Weekly Check-in Meeting:** Every Monday at 10 AM via [Zoom/Teams].
- **Ad-Hoc Support Meetings:** To be scheduled within 24 hours of critical issues arising.
- **End-of-Support Review:** A final meeting will be scheduled at the conclusion of the support period to evaluate performance and outcomes.

#### **C. Reporting Structure**

##### **Types of Reports:**

- **Progress Reports:** Provide updates on current tasks, milestones achieved, and any issues or delays.
- **Support Status Reports:** Track ongoing support cases, their current status, and any escalated issues.

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- **Performance Metrics:** Include KPIs such as response times, resolution times, customer satisfaction, etc.

#### Frequency of Reports:

- **Weekly:** Short updates on progress, resource needs, or immediate concerns.
- **Monthly:** More comprehensive reports, reviewing overall performance, issues, and progress.
- **Ad-Hoc:** Immediate reports when urgent issues are resolved or significant events occur.

#### Report Format:

- Use a consistent and clear format, such as:
  - **Executive Summary:** High-level overview.
  - **Key Metrics:** Response times, open/closed cases, customer satisfaction.
  - **Issues and Challenges:** Highlight any problems and the actions taken to resolve them.
  - **Next Steps:** Outline the actions planned for the next reporting period.

#### Example Procedure for Reporting:

- **Weekly Progress Report:** To be submitted every Friday by 5 PM via email or project management tool.
- **Monthly Review Report:** To be provided by the 1st business day of the month, summarizing the previous month's progress and metrics.
- **Ad-Hoc Reports:** To be generated when a critical support issue is resolved, with key details shared in the team communication channel.

#### D. Documenting Procedures

##### Create a Clear Document or Workflow:

- Develop a standard operating procedure (SOP) document outlining all of the above details: contact methods, meeting schedules, and reporting templates.
- Share this document with all relevant stakeholders to ensure alignment and transparency.

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### 2.3. Service-level agreement procedure

A **service-level agreement (SLA)** is a part of a service contract where a service is formally defined. Particular aspects of the service - scope, quality, responsibilities - are agreed between the service provider and the service user.

A service-level Agreement is an agreement between two or more parties, where one is the customer and the others are service providers. This can be a legally binding formal or an informal "contract" (for example, internal department relationships).

Service level agreements are also defined at different levels:

- **Customer-based SLA:** An agreement with an individual customer group, covering all the services they use. For example, an SLA between a supplier (IT service provider) and the finance department.
- **Service-based SLA:** An agreement for all customers using the services being delivered by the service provider. For example: mobile service provider
- **Multilevel SLA:** The SLA is split into the different levels, each addressing different set of customers for the same services, in the same SLA.
  - Corporate-level SLA
  - Customer-level SLA
  - Service-level SLA

Some metrics that SLAs may specify include:

- Availability and uptime -- the percentage of the time services will be available
- The number of concurrent users that can be served
- Specific performance benchmarks to which actual performance will be periodically compared
- Application response time
- The schedule for notification in advance of network changes that may affect users
- Help desk response time for various classes of problems

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| <b>Self-check 2</b> | <b>Written test</b> |
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**Directions: Choose the best answer for the given alternatives**

- Which of the following is the primary method of contact for formal communication?
  - Instant Messaging
  - Email
  - Phone/VoIP
  - Project Management Tools
- What is the purpose of an initial kickoff meeting?
  - To assess the success of the project
  - To outline objectives, timelines, and communication channels
  - To resolve any ongoing support issues
  - To evaluate the performance of the support team
- Which of the following is considered an Ad-Hoc meeting?
  - Weekly Check-in Meeting
  - Monthly Review Meeting
  - Emergency meeting within 24 hours of a critical issue
  - Final Review Meeting
- Which of these types of reports should be provided weekly?
  - Monthly Review Report
  - Progress Report
  - Ad-Hoc Report
  - Performance Metrics Report
- What is a key component of a Service-Level Agreement (SLA)?
  - Marketing Strategies
  - Scope, quality, and responsibilities of the service
  - Payment schedules
  - Employee benefits package
- In a Multilevel SLA, what does the corporate-level SLA cover?
  - All customer interactions with the service provider
  - Specific departments within the organization
  - Services provided to an individual customer group
  - Services delivered by the service provider at the corporate level
- What is one of the key metrics often specified in a Service-Level Agreement (SLA)?
  - Employee satisfaction rate
  - Application response time
  - Marketing budget allocation
  - Product delivery time
- What is the purpose of documenting procedures in a Standard Operating Procedure (SOP)?
  - To track employee performance
  - To outline contact methods, meeting schedules, and reporting templates
  - To finalize project outcomes
  - To allocate project funds

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### Unit Three: Assign support personnel

#### Instruction sheet

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

- Identifying IT skills
- Assigning personnel
- Verifying selected personnel
- Providing Support
- Providing Feedback

This unit will also assist you to attain the learning outcomes stated in the cover page.

Specifically, upon completion of this Training Module, you will be able to:

- Identify IT skills
- Assign selected personnel
- Verifying selected personnel
- Provide Support
- Provide feedback for appropriate person

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### 3.1. Identify IT skills

**Identifying IT skills** refers to recognizing and evaluating the specific technical and non-technical abilities required to effectively use, manage, or support information technology within an organization. These skills can be needed by employees, IT teams, or anyone within the company who interacts with technology, from software development to data security. Identifying the right IT skills is essential for recruitment, training, and ensuring that the organization remains competitive and efficient in leveraging technology.

Identifying IT skills required to assist each organizational unit with support activities is crucial for ensuring that the organization's technology infrastructure and operations run smoothly.

The specific IT skills needed may vary depending on the nature of each department's function, but here's an overview of general IT skills for supporting various organizational units:

#### 1. Executive and Management

- **Data Analytics & Reporting Tools:** Knowledge of data analysis tools (e.g., Microsoft Power BI, Tableau, Google Analytics) to assist with decision-making.
- **Enterprise Resource Planning (ERP) Systems:** Experience with ERP systems (e.g., SAP, Oracle) to manage and integrate key business functions.
- **Cyber security Awareness:** Understanding of data privacy laws, risk management, and general cyber security practices.
- **Cloud Computing and SaaS Management:** Proficiency in managing cloud-based platforms and services (e.g., AWS, Microsoft Azure, Google Cloud).
- **Project Management Software:** Expertise in tools like Jira, Trello, or Asana to manage projects and resources.

#### 2. Human Resources (HR)

- **HR Management Systems (HRMS):** Proficiency in software like Workday, ADP, or BambooHR for employee data management, payroll, and recruitment.
- **Data Security & Compliance:** Knowledge of how to safeguard employee data and maintain compliance with regulations like GDPR or HIPAA.
- **Communication Tools:** Familiarity with communication platforms like Slack, Microsoft Teams, or Zoom for collaboration.

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- **Automation Tools:** Use of tools like Zapier or Microsoft Power Automate for automating HR processes (e.g., onboarding, performance reviews).

### 3. Finance and Accounting

- **Accounting Software:** Expertise in financial management software such as QuickBooks, Xero, or Microsoft Dynamics.
- **Financial Analysis Tools:** Proficiency in Excel (advanced functions like pivot tables, macros) or specialized financial analysis tools.
- **Security for Financial Data:** Knowledge of encryption, secure transactions, and compliance with financial regulations .
- **Database Management:** Experience with managing and retrieving data from financial databases.
- **Budgeting & Forecasting Tools:** Experience with tools like Adaptive Insights or Oracle Hyperion for financial planning.

### 4. Marketing

- **Digital Marketing Platforms:** Familiarity with email marketing and social media management.
- **Customer Relationship Management (CRM):** Proficiency in using CRMs like Salesforce or Zoho for managing customer data and lead generation.
- **SEO & SEM:** Understanding search engine optimization (SEO) and search engine marketing (SEM) tools (Google Analytics, SEMrush).
- **Content Management Systems (CMS):** Experience with website management platforms like WordPress, Drupal, or Wix.
- **Graphic Design Tools:** Knowledge of design software such as Adobe Creative Suite (Photoshop, Illustrator) for content creation.

### 5. Sales

- **Sales Enablement Platforms:** Knowledge of sales enablement tools like Outreach, HubSpot Sales, or Gong to automate outreach and track performance.
- **Data Analytics & Reporting Tools:** Proficiency in using tools like Google Analytics or Tableau to analyze sales performance data.

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- **Communication & Collaboration Tools:** Experience with communication platforms like Zoom, Microsoft Teams, and Slack for virtual meetings.
- **Productivity Software:** Expertise in tools like Microsoft Office or Google Workspace for presentations, documentation, and team collaboration.

## 6. Customer Support

- **Helpdesk Software:** Proficiency in using helpdesk and ticketing systems to manage and resolve customer inquiries.
- **Chatbots & AI Tools:** Familiarity with using AI-driven tools like Drift or Intercom to automate common support tasks.
- **Knowledge Management:** Expertise in managing knowledge bases or FAQs for customer self-service.
- **CRM Systems:** Understanding CRM systems to access customer information quickly and provide better support.
- **Remote Support Tools:** Proficiency in tools like TeamViewer or AnyDesk for providing remote troubleshooting and support.

## 7. Research and Development (R&D)

- **Collaboration Tools:** Proficiency in project management tools for tracking research projects.
- **Data Analysis and Modeling:** Expertise in data analysis software for handling large datasets and performing statistical analysis.
- **Version Control:** Knowledge of tools like Git or SVN for managing code and collaborative development projects.
- **Simulation & Prototyping Software:** Familiarity with CAD (AutoCAD, SolidWorks) or other simulation tools for product prototyping and testing.
- **Cloud Computing:** Experience with cloud platforms for data storage, computation, and collaboration on research projects.

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### 3.2. Assign selected personnel

Assigning personnel according to human resource (HR) processes involves carefully selecting and positioning employees within an organization to meet both operational needs and individual career development goals. The HR process typically includes multiple steps that align the right people with the right roles. Here's a structured overview of this process:

#### 1. Job Analysis and Planning

- **Define roles and responsibilities:** Clearly outline the duties, tasks, and expectations for each position.
- **Assess organizational needs:** Consider both short-term and long-term goals for workforce planning, which may involve assessing skills gaps or future project needs.
- **Determine job requirements:** Identify the required qualifications, skills, experience, and personality traits for each role.

#### 2. Recruitment and Selection

- **Recruitment:** Attract candidates for the available roles through various channels, such as job postings, recruitment agencies, and social networks.
- **Screening:** Review resumes, conduct interviews, and assess candidates' fit for the organization, role, and team culture.
- **Selection:** Choose the best candidate based on their qualifications, skills, potential for growth, and alignment with organizational needs.
- **Offer and onboarding:** Extend a formal offer, and once accepted, guide the new employee through the onboarding process to introduce them to the organization.

#### 3. Training and Development

- **Initial training:** Provide new hires with role-specific training to ensure they can perform their tasks effectively.
- **Ongoing development:** Offer opportunities for skill development, leadership training, and cross-functional learning.
- **Career progression:** Align training and development plans with employees' career goals, which will help retain talent and enable future promotions.

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#### 4. Performance Evaluation

- **Regular performance reviews:** Assess employees' performance against established objectives and expectations. Feedback should be constructive, and areas for improvement should be identified.
- **Set performance goals:** Align individual goals with organizational goals to ensure a sense of purpose and direction.
- **Adjust personnel assignments:** Based on performance, make decisions about potential role changes, promotions, or corrective actions.

#### 5. Talent Management and Succession Planning

- **Identify potential leaders:** Recognize high-performing individuals who show leadership potential and offer them career development opportunities.
- **Succession planning:** Ensure that key roles within the organization can be filled with qualified internal candidates in case of turnover, retirements, or promotions.

#### 6. Workforce Allocation and Deployment

- **Match skill sets with projects:** Assign personnel to projects or departments where their skills will have the greatest impact.
- **Balance workloads:** Ensure equitable distribution of work and monitor employee well-being to prevent burnout or disengagement.
- **Cross-functional assignments:** Encourage employees to gain experience in different departments or roles to develop a well-rounded skill set.

#### 7. Employee Engagement and Retention

- **Incentives and recognition:** Use recognition programs, bonuses, and other incentives to reward high-performing employees.
- **Retention strategies:** Monitor job satisfaction, provide clear career advancement opportunities, and create a positive workplace culture to reduce turnover.

#### 8. HR Analytics and Reporting

- **Data-driven decisions:** Collect data on employee performance, productivity, and satisfaction to inform future decisions about assigning personnel.
- **Track progress:** Use HR metrics to evaluate the effectiveness of personnel assignments and make adjustments as necessary.

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### 3.3. Verification of selected personnel

Verification of selected personnel typically involves the process of checking and validating the qualifications, background, and suitability of individuals being considered for a particular role or position. This can include various checks and assessments depending on the organization's policies and the position in question. Here are some common types of verification that may be conducted:

1. **Identity Verification:** Ensuring that the individual is who they claim to be, often through government-issued identification documents, biometric data, or facial recognition.
2. **Educational Verification:** Confirming the applicant's academic qualifications, including the degrees and certifications they claim to hold. This can involve contacting educational institutions or using third-party verification services.
3. **Employment History Verification:** Verifying previous employment details, including job titles, dates of employment, and reasons for leaving. This often involves contacting past employers or checking references.
4. **Criminal Background Check:** Screening for any criminal history to assess whether an individual has any convictions or pending criminal cases that could affect their eligibility for the role.
5. **Credit History Check:** For positions that involve financial responsibilities, checking an individual's credit history might be part of the verification process.
6. **Professional Licensing and Certification Verification:** Ensuring that the individual holds the required professional licenses or certifications for the position.
7. **Reference Check:** Contacting personal or professional references provided by the candidate to get feedback about their character, work ethic, and past performance.
8. **Drug Testing:** In certain industries, especially those requiring safety-sensitive work, a drug test may be part of the verification process.
9. **Social Media and Online Presence Review:** Checking publicly available social media profiles and online activities to ensure there is no information that could be detrimental to the hiring process.
10. **Security Clearance (for certain jobs):** If the position requires access to classified or sensitive information, a security clearance verification process may be conducted.

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**11. Compliance Checks:** Ensuring the individual complies with industry-specific regulations, such as healthcare, finance, or education.

### 3.4. Support provision

Providing support using an agreed procedure is essential for ensuring that service is delivered in a structured, efficient, and consistent manner. This approach helps build trust with customers, enhances customer satisfaction, and improves operational efficiency. When an organization commits to providing support, it agrees to a set of guidelines, standards, and timelines that must be followed to address customer needs. These agreed procedures are typically documented in Service Level Agreements (SLAs), standard operating procedures (SOPs), and other internal documents.

- Understanding the Service Level Agreement (SLA)
- Following Documented Support Procedures (Standard Operating Procedures)
- Providing Support Using Specific Communication Channels
- Tracking and Reporting Support Cases
- Continuous Improvement
- Benefits of Following the Agreed Procedure

### 3.5. Feedback

**Feedback** refers to the information or responses given about someone's actions, behavior, performance, or work. It is often used to provide guidance, corrections, or praise, with the goal of improving future performance or outcomes. Feedback can be positive (praising good work) or constructive (suggesting areas for improvement). It can come from various sources, such as colleagues, managers, clients, or even self-assessment.

Feedback is a powerful tool in many contexts, such as education, business, and personal development. It can take different forms, including verbal, written, formal, informal, or even non-verbal cues.

#### 3.5.1. Providing IT Support

IT support involves offering help to users who face challenges with technology tools, systems, or services. The goal is to ensure that all technological resources function smoothly, and employees can work without interruptions.

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## Types of IT Support

**Help Desk Support:** This is typically the first line of support for employees experiencing technical difficulties, such as software crashes, network issues, or hardware malfunctions. Help desk staff are responsible for troubleshooting, escalating issues to higher-level support if needed, and ensuring resolution.

**Remote Support:** With remote support tools (e.g., TeamViewer, Remote Desktop), IT staff can assist users from a distance. This is essential for solving issues without needing to be physically present at the user's location.

**On-Site Support:** For complex technical issues that cannot be solved remotely, IT professionals may need to be physically present to resolve the problem, such as with server malfunctions or hardware replacements.

**Self-Service Support:** Providing employees with knowledge bases, FAQs, or instructional videos empowers them to solve simple issues independently without needing direct assistance.

## Types of Feedback

**Positive Feedback:** Reinforces good performance and acknowledges strengths. This can boost morale and encourage employees to continue performing well.

**Constructive Feedback:** Focuses on areas for improvement, offering guidance on how to develop skills or enhance performance. It should be specific, actionable, and solution-oriented.

**Peer Feedback:** Colleagues can provide valuable feedback on how IT systems or tools are used and whether they support their productivity or need adjustments.

**Managerial Feedback:** Managers can offer feedback on an individual's technical skills, ability to solve problems, project outcomes, and overall contribution to the team.

### 3.5.2. Feedback in IT Projects

In the context of IT projects, feedback helps ensure that projects are on track, meet business needs, and adhere to timelines and budgets. Feedback can be provided at various stages, including during planning, implementation, and post-project evaluations.

### Feedback during IT Projects

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**Progress Reviews:** Regularly review the status of ongoing IT projects to ensure that they are progressing according to plan. Gather feedback from team members and stakeholders on the quality of deliverables, timeline adherence, and any obstacles encountered.

**Post-Implementation Feedback:** After a system or software has been deployed, collect feedback from users on its effectiveness. Are there bugs or issues? Does it meet the expected performance standards?

**Lessons Learned:** Conduct a post-mortem or retrospective meeting after a project's completion to review what worked well and what could be improved. This is a critical feedback loop that helps in refining future projects and improving processes.

### 3.5.3. Importance of Support and Feedback

**Improved Performance:** Offering support helps employees solve issues quickly and efficiently, improving their ability to perform tasks. Providing feedback, especially constructive feedback, helps them develop and refine their skills, leading to better overall performance.

**User Satisfaction:** Providing timely, clear, and effective support enhances the user experience, leading to higher satisfaction and fewer disruptions in work.

**Continuous Improvement:** Feedback, both from IT support and project reviews, contributes to a culture of continuous improvement. Teams can learn from mistakes, optimize processes, and make informed decisions for future initiatives.

**Employee Engagement:** Providing support and constructive feedback helps employees feel valued, understood, and empowered to make improvements in their work. This leads to increased job satisfaction and engagement.

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| <b>Self-check 3</b> | <b>Written test</b> |
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Directions: Choose the best answer for the given alternatives

- Which of the following is NOT a type of IT support?
  - Help Desk Support
  - On-Site Support
  - Social Media Support
  - Remote Support
- What is a key characteristic of constructive feedback?
  - It focuses on reinforcing strengths
  - It helps to improve personal or professional growth
  - It is vague and general
  - It avoids offering solutions
- What is the primary purpose of proactive monitoring in IT support?
  - To wait for users to report issues
  - To identify and resolve problems before they affect users
  - To escalate all issues to management
  - To collect user complaints
- Which of the following is an example of positive feedback in an IT context?
  - “You should work faster.”
  - “Your report was well-organized, and the system performance improved thanks to your optimization efforts.”
  - “You missed the deadline.”
  - “We need to improve your technical skills.”
- In the context of IT projects, when should feedback ideally be collected?
  - Only after the project is completed
  - During planning, implementation, and post-project evaluations
  - Only during the planning phase
  - After receiving complaints from users

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6. Which of the following is a best practice for providing IT support?
  - A. Avoid documenting issues and solutions
  - B. Be accessible through multiple communication channels (e.g., email, chat, ticketing system)
  - C. Never follow up with users after resolving issues
  - D. Ignore proactive monitoring tools
7. What is the primary benefit of offering support and feedback to employees?
  - A. It reduces the number of IT systems in the organization
  - B. It helps employees feel valued and empowered, improving job satisfaction
  - C. It ensures that no mistakes are ever made
  - D. It eliminates the need for further training
8. What is the main purpose of conducting a post-mortem or retrospective meeting in an IT project?
  - A. To assign blame for project failures
  - B. To review what worked well and what could be improved for future projects
  - C. To celebrate the completion of the project without reviewing its outcomes
  - D. To collect user complaints for future action

|                                                                   |       |            |       |
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- Smart sheet SLA Template and Guide

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## Developers Profile

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