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Ministry of Labor and Skills

HARDWARE AND NETWORKING SERVICE

Level-II

Based on March 2022, Curriculum Version 1

Module Title: - Updating and Documenting Operational Procedures

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Prepared by: Ministry of Labor and Skill

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Table of Content

Acknowledgment

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).

Acronym

FAQ –Frequently Asked Question

PDF- Portable Document Format

ACNC -Assistant Commissioner (General Counsel)

Introduction to the Module

Documentation is any communicable material that is used to describe, explain or instruct regarding some attributes of an object, system or procedure, such as its parts, assembly, installation, maintenance and use.

This module is designed to meet the industry requirement under the irrigation and drainage occupational standard, particularly for the unit of competency: **Updating and Documenting Operational Procedures**

This module covers the units:

- Technical and User documentation
- Operational Procedures
- Documentation
- Team Environment

Learning Objective of the Module

- Access technical and user documentation
- Update operational procedure
- Update documentation
- Work in Team Environment

Module Instruction

For effective use this 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

Unit one: Technical and User Documentation

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

- Technical and User Documentation Review
- Technical and User Documentation Accuracy
- Document inaccuracies

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

- Review current version of technical and user documentation based on the latest operational procedures
- Compare the accuracy of technical and user documentation with current system functionality
- Identify and document inaccuracies for future reference

1.1. Technical and User Documentation Review

Documentation may refer to the process of providing evidence ("to document something") or to the communicable material used to provide such documentation (i.e. a document).

1.1.1. User documentation

User documentation, also known as *end-user documentation*, is any form of documentation intended for the end-user of a product or a service. The purpose of this documentation is to guide the users on how to properly install, use, and/or troubleshoot a product.

We've all read some form of user documentation at some point in our lives. They usually come with products in the form of user manuals/guides that have a bit of a learning curve, such as gadgets, software applications, and appliances, among other things.

Without this documentation, an average user might not get the full value out of the product. This, in turn, could result in unhappy customers and high customer care costs and churn rates.

User documentation comes in all shapes and sizes. It doesn't necessarily have to be in physical, paper form. It can also be a PDF file, an info graphic, or even a collection of web pages with helpful resources. User documentation is anything that prevents the end-user from directly reaching out to your customer service department regarding any confusion about your product.

The main goal of user documentation is to assist the end-users by providing them with clear and comprehensible info about the particular product or service.

1. Types of User Documentation

As mentioned earlier, user documentation comes in various shapes and forms .However; there is a simple way to categorize them on the basis of the problems they solve. Keeping that angle in mind, user documentation can be classified into the following types:

- ✓ Installation/Setup Guide

Getting started with certain products, like enterprise software applications, gadgets, fixtures, etc., requires some level of technical expertise.

To that end, manufacturers provide such products with comprehensive installation or setup guides, including detailed, step-by-step instructions to make the overall process user-friendly.

With the help of these tutorials, businesses ensure that the end-users don't mess up when starting their journeys with their products.

- ✓ Comprehensive User Manual

This refers to the complete, in-depth user guide that comes with any product with even the slightest learning curve for any product.

It includes everything, from an instruction manual on how to install a product, to troubleshooting steps, and a breakdown of the user interface and/or the various features in between.

Most of the time, whenever someone talks about user documentation, they're referring to these user manuals.

- ✓ Reference Guides

Another common type of user documentation is reference guides.

These user documents come with software products, and are intended for more experienced end-users.

A reference document sheds light on the functionality of any one aspect or feature of a product. That way, if any user, who already knows a great deal about the product at hand, can get quick information about certain features without having to skim through the entire user manual.

There are a lot of elements that makes user documentation great. This includes:

- Simple Language

When it comes to any form of technical writing, perhaps the most important thing is the simplicity of language.

This is especially true for documentation targeted at end-users, who don't have much technical knowledge.

- A Good Flow

The second most crucial element of all successful user documentation is having a logical flow or outline.

The goal is to deliver a coherent experience to your users in a way that makes sense, by solving one problem at a time.

For instance, if you're selling enterprise software, you wouldn't want to start with the advanced features right off the bat.

Instead, you'd want to start off by helping them get set up, break down the user interface, and then take them through the individual features and what they can accomplish with them.

- Use of Visuals

The best user documentation has visuals. Visuals can help simplify a complicated process and make it easier to understand. To that end, in addition to written instructions of a process, it's highly recommended that you also *show* the users how it's down.

Examples of visuals can include illustrations, screenshots, GIFs, or even short tutorial videos.

- Accessibility

All the digital documentation should be accessible to everyone. This includes optimizing your content in a way that it shows up properly on both desktop and mobile devices, and can be communicated to users who are blind or deaf.

For example, if you have your user documentation on a website, you might want to include an option that allows visually-impaired users to *listen* to the instructions.

Similarly, for those with audio impairment, ensure that the written content is clearly visible.

- More Resources

User documentation should include additional resources that the user might find useful.

2. Benefits of Effective User Documentation

✓ Simplifies Product Setup

Software implementation is challenging, especially enterprise-level systems that include advanced features and a variety of use cases. User documentation guides users through every step along the way, from signup and user on boarding to continuous training and development content even after a user becomes proficient with your product.

✓ Improves Product Proficiency and Adoption

User documentation, including customer onboarding guides, how-tos, and tutorials all teach your users to become expert users of your product and meet their goals. The more proficient users become in your product, the more likely they are to use it on a regular basis and continue to be buyers of your platform.

✓ Fulfills User Demand for Self-Help

Most users prefer using web-based customer self-service support tools over any other forms of customer support. Good user documentation helps you meet these customer expectations. You can embed or host your user documentation in places that users can access it without needing to submit a support ticket, including in your live chat, FAQ page, knowledge base, and directly in your app itself.

- ✓ Reduces Burden on Your Support Team

Thorough user documentation reduces the need for customers to reach out to your customer support for every little query. Reduced customer support tickets takes the pressure off your customer service team, allowing them to offer faster service with a more detailed approach to those tickets that require extra attention. This empowers organizations to take their user support satisfaction to new levels.

1.1.2. Technical documentation

Technical documentation is any piece of writing that describes the application, purpose, creation or architecture of a product or service. Its goal is to explain something that an organization offers. There are several types of technical documents, each intended for a certain audience. Writing technical documents is usually the responsibility of technical writers, project managers and members of a development team or experts on the product or service in question.

Effectively written documents help the intended audience by educating them on details that are necessary, such as for the operation of a product or the understanding of a topic. Examples of technical documents include:

- User instructions
- Operating instructions
- Servicing instructions
- Installation manuals
- Software manual
- Presentation
- Broachers
- Memos
- Report

A. Audience for technical documentation

The specific audience of technical documentation depends on the type of document. Many technical documents accompany products and are intended for end-users. A computer, for instance, may come with a small booklet written in multiple languages that provides directions for first use, suggestions for maintenance and warnings against activities that could damage the product.

Other types of documents are for internal audiences, such as senior stakeholders and development teams, or for clients. The purpose of internal or client-minded documentation is to inform others of the technical aspects of a product or its development process. Such documents are useful for keeping members current on details necessary for decision-making or other professional tasks.

B. Types of technical documentation

These are the main categories of technical documentation.

- ✓ Process

Process documentation describes the development of a product. The audience for this type of documentation comprises internal members and clients. There's usually some documentation describing every stage of the development life cycle. For example, at the beginning of a project, there are project proposals and then plans that include timelines, milestones and data about the budget. Later, the project manager might submit progress reports or documents detailing step-by-step procedures

- ✓ User

User documents, which are also called product-based documents, relate to products in their finished state. The audience for user documents is usually the end-user. The documents may explain how to install, start-up, troubleshoot or repair a product. Alternatively, they may describe the various features and how to use them or answer frequently asked questions. Companies often package such documents with the product but also provide them online, so they're accessible through the customer support page.

Other user documents are for a different type of user, particularly for professionals in the same field as those who developed the product. For example, software developers may release technical documentation about the source code of an application. The documents are useful for transferring knowledge to others, who can then work on improving or modifying the product.

C. Importance of technical documentation

Technical documentation is important because it provides essential information about a product or service to a person or organization that needs it. This information allows all parties to achieve their goals. For end-users, the goal might be to enjoy a product while optimizing its functionality and maximizing its life span, which well-written technical documentation allows them to do. Meanwhile, the company may save money on customer service and replacements if end users follow the documentation use the products correctly and refer to the user guide to troubleshoot their own problems.

Internally, technical documentation can increase productivity and efficiency. For example, in product development, a technical document might explain how to carry out a procedure. If the document is clear and easy to follow, it helps to ensure accurate adherence to the steps with no time wasted. Then, as developments progresses, the documentation can help align the goals and understanding of the various teams involved.

D. Best practices for writing technical documentation

Effective technical documentation not only provides you with essential information but is also easy to understand and follow. To create technical documentation that's helpful to your audience, consider these tips and best practices:

✓ Have a plan

In technical documentation, a plan is an outline that addresses the task ahead, helping to ensure that you don't leave out anything important. Before you begin writing, understand and record all the components you should or might include in the documentation.

✓ Have a consistent style

Consistency refers to maintaining a unified look and tone, which helps readers to focus on the content with the distractions of shifting appearance or style. Aim to use the same or similar layouts, formats, throughout a document or across multiple documents. The idea is to clarify that your documentation is an extension of your organization's brand.

✓ Understand your audience

Understanding who your audience is can help you determine not only what kind of technical documentation to write but also how to write it. For example, if you're writing software documentation for end-users who are computer programmers, you can expect to write a user guide that includes advanced industry terminology. In contrast, if your audience comprises stakeholders of a project who may not be familiar with the concepts of the work, you might be writing proposals, outlines or progress reports that feature general, easy-to-understand terminology.

- ✓ Be as concise as possible

Being concise helps with understanding by introducing the main point immediately and removing unnecessary language. Achieve concision through careful proofreading and editing. Read through your documents to determine which words or phrases may be affecting the clarity. Remove or rephrase excess or ambiguous passages. Be careful not to remove too much, as this can cause confusion by providing too little information.

- ✓ Optimize for different platforms and devices

Users may access online documentation on various platforms. To maximize accessibility to users, make sure to optimize your documentation for each. Test the accessibility on different web browsers, computers and mobile devices to ensure that it appears as it should and remains easy to view.

1.1.3. Review current version of technical and user documentation

Documentation Review used for

- Overall improvement
- Accurate and up-to-date documents
- Increases credibility

Review Objectives

- Evaluate the documented information
  - Accuracy = Correctness
  - Completeness = wholeness
  - Conciseness = shortness
- Reduce the defect percentage
- Improve the quality of documents
- Focus on correcting the defects

The Need

- Technically correct document
- Concise Information
- Avoid Chaos/disorder

- Timely Delivery
- Satisfaction

1.1.4. Types of document reviews

- ✓ Peer Review
    - Review by people who have coordinated knowledge and skills.
    - Provide a list of exactly what you need them to review
    - Assess peer review practice
    - Prepare procedure documents
    - Formulate a program agenda
- ✓ Presentation Review
- ✓ Review amongst the technical writers
- ✓ Subject matter expert review
- ✓ Review for technical information
- ✓ Overall Review
- ✓ Review by the testing team for detecting defects.

The Review Process

- ✓ Plan the review process
- ✓ Develop a clear, focused charge for each reviewer to identify important issues and invite suggestions for improvement.
- ✓ Prepare and maintain a review record.
- ✓ Make recommended changes to document and respond to the reviewer's comments.

Difference between Technical and user documentation

Some may argue that there aren't any differences between the two, and that the only point of difference is that user documentation comes under the broad umbrella of technical documentation. The differences are:

- ✓ Technical documentation is a broader term than user documentation.
- ✓ Technical documentation can be internal and external, while user documentation is always created for end-user.

- ✓ The process of creating user documentation requires a minimum technical background compared with technical documentation.
- ✓ User documentation is meant for the end-user, whereas technical documentation is meant for everyone else.

Take a software product as an example. Its technical documentation could include the following:

Requirements Documentation – sheds light on what is required from the product, including the basic and advanced features, functionality, resources, and goals, among other things. This is meant for the software development teams and testers.

Architecture/Design Documentation – these sketch out the overall design of the software product and describe the design principles for the development teams.

Process Documentation – these break down the product journey in properly structured formats for the product team.

Market Strategy – this is created by the product marketing team to provide a north-star and a game plan to bring a new product to the market.

All of the aforementioned types of documentation have one thing in common – none of them are meant for the end-user.

1.2. Technical and User documentation accuracy

In order for the documentation to be considered accurate and effective, it must be following the indicated format for the type of document that it is considered. Along with the proper formatting techniques, the appropriate media must be maintained for the documentation in question.

Documentation is created to find a solution for any problematic situation competently and without panic. This is a fundamental principle when thinking over the content and structure of any technical document. Here is the list of qualities to pay attention to when testing the the accuracy of the documentation:

- ✓ **Ease of understanding**. If a product is designed for ordinary users, then the documentation for it should describe the user's actions in simple, understandable terms.
- ✓ **Grammar**. Sure enough, the content must be composed correctly.

- ✓ **Scenarios efficiency**. The scenarios should be described accurately; their execution should lead to achieving the goals for which the product was created. If there are alternative scenarios, they should also be mentioned.
- ✓ **Completeness**. Describe every function element, whether an interface element such as a button, checkbox, etc., or the command.
- ✓ **Correctness**. If the user is in a hurry, they need to find the answer to the question or follow the instructions without additional references or wasting time.
- ✓ **Structure, easy document navigation**. The documentation should have a clear structure, and the user should be able to find information on the table of contents quickly
- ✓ **The sequence of actions**. In some scenarios, the sequence of steps is important.
- ✓ **Accuracy of links**. Any online document contains links. Check the links to find out if some of them are broken. With Click Help, you can do it with the Link Viewer feature. The Click Help engine checks: Cross-topics links inside topic content, resource links in style files, links in scripts files.
- ✓ **Relevance**. If you test the documentation for a software product with many versions, you should pay attention to the relevance of the description.

1.3. Document inaccuracies

Document Error means a failure of documentation to accurately describe a program function contained in the specification for that a program or a failure of documentation to meet the agreed requirements for that documentation, or a failure of documentation to enable reasonably competent users to correctly operate.

In order for the documentation to be considered accurate and effective, it must be following the indicated format for the type of document that it is considered. Along with the proper formatting techniques, the appropriate media must be maintained for the documentation in question

Self check-1

Test-I Matching

Instruction: select the correct answer for the give choice. You have given 1 Minute for each question. Each question carries 2 Point

A	B
……..1 Comprehensive User Manual	A. any piece of writing that describes the application, purpose.
……..2 Simplifies Product Setup	B. The Review Process
……..3Prepare and maintain a review record	C. refers to the complete, in-depth user guide
……..4 Technical documentation	D. Benefits of Effective User Documentation

Test-II Short Answer

Instruction: write the correct answer for the give question. You have given 3 Minute for each question. Each question carries 5 Point

1. What is the Benefit of user Documentation?

2. Write the type of user documentation.
3. Write the need of document Review.

Note: Satisfactory rating – above 60% Unsatisfactory - below 60%

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

Unit Two: Operational Procedure

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

- Operational Procedure Requirements
- Operational Procedures Development
- Proposed Operating Procedures Approval

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:

- Determine Operational procedure requirements using review outcomes
- Develop / Update Operating procedure for the system
- Submit Proposed operating procedures to appropriate person

2.1. Operational Procedure Requirements

2.1.1. Operational Procedure

A Standard Operating Procedure (SOP) is a set of step-by-step instructions compiled by an organization to help workers carry out routine operations in a clear and consistent manner.

Standard operating procedures **provide the policies, processes and standards needed for the organization to succeed**. They can benefit a business by reducing errors, increasing efficiencies and profitability, creating a safe work environment and producing guidelines for how to resolve issues and overcome obstacles.

A. Components of Standard Operational Procedure

The standard operation procedure should include:

- ✓ **Title page:** Lists the title of the procedure, for whom it is intended, the specific role, department, team or agency, its SOP identification number and the names and signatures of the people who prepared and approved the manual.
- ✓ **Table of contents:** A table of contents helps summarize the document structure and acts as a guide for the reader to quickly jump to sections relevant to him/her. Provides easy access to the various sections in large SOPs.
- ✓ **A step-by-step list of the procedures:** Includes explanations of the task's goal, roles and responsibilities, regulatory requirements, terminology, descriptions of what needs to be done to complete each step and a discussion of decisions that must be made. This section will make up most of the SOP.
- ✓ **Purpose:** Describe the goals and objectives of creating the document and how it will benefit the user and the organization.
- ✓ **Scope:** describes the limits of the document and helps the reader understand the boundaries of the SOP. It clearly states what the document is about and what it accomplishes.
- ✓ **Glossary:** It’s helpful to include words, abbreviations, or acronyms you may have used in the document that may not be familiar to your audience.
- ✓ **Roles and Responsibilities:** Identify key stakeholders (employees, managers) who have to follow this SOP and what responsibilities they would have. This helps avoid confusion and keeps everyone accountable for their actions.
- ✓ **Procedures:** This will form the bulk of your SOP document as this section will describe the step-by-step explanations of how to perform tasks and any additional information needed to complete the tasks.
- ✓ **Related Documents:** Include a list of related training materials or reference guides to your SOP.
- ✓ **Health and safety warnings:** Your SOP should have a separate section describing the things your employees need to avoid and perform the operations in a safe environment. This not only protects your employees from potential dangers but also keeps your company away from liabilities.

- ✓ **Revision History:** Add a revision history to ensure your readers that the SOP they are reading is the latest one.
- ✓ **Approval Signatures:** If your company requires an authorizing officer to sign off on SOPs.

B. Types of Standard Operational Procedures (SOP)

Standard operational procedures can be written according to your organizational needs, a conventional SOP follows one of the following methods:

- ✓ **Checklists** are one of the simplest methods of writing a standard operating procedures (SOP) document.
- ✓ **Step-by-Step List** Similar to checklists, a step-by-step bullet list works in the same way where you describe a procedure in relevant, easy-to-follow steps.
- ✓ **Hierarchical Lists** If your procedures are more complex and need additional info, you can create hierarchical checklists or bullet lists.

  For example, if your SOP's Step 1 tells an employee to create a new account, then Step 1(a) can say "enter your username", while Step 1(b) can ask them to input their password.
- ✓ **Process Flowchart** is a wonderful way to represent how a process works visually and help give better context around the workflow.

  A flowchart also shows how one step is related to another, helping employees conceptualize the whole concept and have a better understanding of the work they are doing.

C. Need of Standard Operating Procedures

- ✓ Time-saving
- ✓ Ensure the safety of employees
- ✓ Ensures compliance standards are met
- ✓ Improved communication
- ✓ Enhanced accountability
- ✓ Provides consistency
- ✓ Maintains Organizational Knowledge
- ✓ Provides a guiding hand
- ✓ On boarding and training

1.2. Operational Procedures Development

1.2.1. Develop Operational Procedures

Standard operating procedures require a ton of effort and planning before even begin to document procedures.

The key steps need to follow to develop a robust standard operating procedure document are:

- ✓ **Generate a list of your business processes**

The first thing you need to do in order to develop an SOP is to find out which tasks, processes, or workflows, you need SOP for. This will form the basis of your list for the standard operating procedure (SOP) document. Once you have gathered a list, you can review it with other managers and look for any repetitions.

- ✓ **Start with why**

Once you have your list ready, it's time to note down your objectives. Having a clear answer to why you are creating the SOP document should be your number one priority.

- ✓ **Choose a format**

Chances are that your organization already has some SOP documents written for past procedures. You can refer to those documents as templates and guide your current SOP.

- ✓ **Identify your audience**

Knowing your audience is key in creating an awesome SOP document. Ask yourself the following questions in order to get an idea about your audience:

- Are they new employees?
- What's the size of the audience?
- What prior knowledge do they have?
- Does an SOP already exist?

The more information you have on your audience, the better you can understand their points of view and create an SOP that will be relevant to them.

- ✓ **Collaborate with employees**

Standard operating procedures (SOP) are written with the end-user, i.e, the employees in mind. Having employees collaborate with you in this process is a no-brainer.

- ✓ **Get down to writing**

Once you have spoken to your employees and have enough data points to start, immediately move to your document editor and start adding your notes. Once done creating the document, you can go through the document with your employees and management and ask for their feedback and input.

This is also a great time to specify who would be responsible for updating and maintaining the standard operating procedures and when will you be conducting a periodic review to gauge engagement.

- ✓ **Make it interactive**

Add screenshots, screen recordings, images, flow charts, videos- anything that's relevant to the step being talked about.

- ✓ **Distribution**

After you are done creating the SOPs, you've come to the most essential part of the process: distributing them to your employees. It's crucial to find a place to store all your standard operating procedures (SOP) and other training material in one place for employees to access as and when they like.

- ✓ **Make them** "living documents"

While many organizations view creating SOPs as a one-time process, that's hardly the case. As processes and workflows are often changing and ever-evolving in the hopes of making them more efficient, standard operating procedures quickly become outdated.

This is why SOPs should be converted to living documents that get reviewed periodically (ideally after every three months) so that they don't get out of sync with the process or workflow they are describing.

1.2.2. Update operational procedure

Updating SOPs provides a method to communicate the process changes to employees. Another great reason you need SOPs in your organization is for the benefit of communication. With improvements made to processes, the operating procedures are updated, and each update requires new training.

The PI, delegate, or lab member determines if your SOP needs to be updated. SOP needs to be updated if any of the following events have happened:

- ✓ **The nature of the hazard changes.** For example, a previously unknown hazard is identified, use of vacuum or pressure has changed, there is an increase/decrease in temperature, etc.

- ✓ **Any chemical-related changes.** For example, new chemicals are added to the inventory, a quantity increase or scale-up, an increase in concentration, new chemical supplier, etc.
- ✓ **The equipment changes.**
- ✓ **An unexpected outcome occurs,** like an unanticipated rise or fall in temperature, increased gas production, unexpected color change or phase separation, etc.
- ✓ **At a minimum, every three years.**

1.2.3. Proposed operating procedures are submitted to appropriate person

Operational Procedure is issued under the authority of the Assistant Commissioner (General Counsel) and should be read together with the ACNC Policy Framework, which sets out the scope, context and definitions common to our procedures.

Self check-2

Test-I Choose

Instruction: select the correct answer for the give choice. You have given 1 Minute for each question. Each question carries 2 Point.

1. Which of the following is not the component of standard operational procedure?
   A. Title page
   B. Table of content

C. Roles and Responsibility
D. Check list

2. …………….. is a wonderful way to represent how a process works visually and help give better context around the workflow.

A. Process Flow Chart
B. Check list
C. Step by step list
D. SOP

3. The key steps need to follow to develop a robust standard operating procedure document

A. Start with why
B. Choose a format
C. Identify audience
D. All

Test II: short Answer writing

Instruction: write short answer for the given question. You are provided 3 minute for each question and each point has 5Points.

1. What is SOP?
2. Write the types of SOP.
3. List the reason to update SOP

Note: Satisfactory rating – above 60% Unsatisfactory - below 60%

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

Unit Three: Documentation
This learning guide is developed to provide you the necessary information regarding the following content coverage and topics: • Feedback appropriate changes • Maintain Technical and user documentation • Approval of Technical and user documentation • Technical and user documentation distribution 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:

- Review feedback
- update Technical and user documentation
- Submit Technical and user documentation
- Distribute Technical and user documentation

3.1. Feedback appropriate changes

Feedback is an event that occurs when the output of a system is used as input back into the system as part of a chain of cause and effect. This alters variables in the system, therefore resulting in different output and consequently different feedback as well, which can either be good or bad. In the case of a system which requires knowledge of the output in order to improve or deliver on a specific output, then feedback is essential and good.

Providing effective feedback is an intricate process that requires skill, practice, and graceful execution. If executed properly, effective feedback can have a major impact on the efficiency of the workplace, employee engagement, and the bottom line. It is therefore imperative that managers develop a comprehensive understanding of what constitutes effective feedback to impact employees and improve the learning process.

Better communication with employees through effective feedback leads to better employee engagement which, in turn, improves company-wide relationships with customers.

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

- ✓ Feedback is always there

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

- ✓ Feedback is effective listening

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

- ✓ Feedback can motivate

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

- ✓ Feedback can improve performance

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

- ✓ Feedback is a tool for continued learning

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

In order to be effective, feedback must be:

- ✓ **Specific**: Feedback must be concrete and relate to a specific, measurable performance goal. It should also include clear expectations for the employee and their performance.
- ✓ **Timely**: Employees must receive the feedback as close to the event as possible. Employees who interact with customers over the phone should be monitored and provided immediate feedback once the call has finished.
- ✓ **Appropriate**: Feedback should be presented in a positive, tactful and non-threatening manner. The employee providing feedback should remain calm and professional throughout the process. Although negative feedback is both necessary and helpful, it should be given in private.
- ✓ **Focus on behavior, not personality:** Always provide feedback that is based on behavior, not the employees personality or characteristics unless absolutely necessary..
- ✓ **Proactive**: Don't delay or avoid providing feedback. Identify issues and provide feedback before they become problems or have a large impact on the company.
- ✓ **Guiding**: The information given to the employee should be used to either confirm or correct their performance.

3.2. Maintain Technical and user documentation.

Creating and updating technical and user documented information is the process of recording data in a defined and clear manner. In doing this, all specifications must be outlined and identified for monitoring and future reference. You should seek to confirm that when documented information is created or updated, that it is appropriately identified and described (e.g. title, date, author, reference number).

Creating and Updating Documented Information Requirements

- ✓ Identifications and descriptions should be clearly defined (include credentials such as date, time, title, author, reference number, etc.)
- ✓ Appropriate formatting must be followed for each type of document
- ✓ Appropriate media should be maintained for each type of document

- ✓ All documented information must be reviewed and approved before being considered adequate (creating and updating)

3.3. Technical and user documentation distribution

Document distribution is a key component of any Doc Control system. It's the way you can send documents to customers, vendors, and even internal employees including unique distribution code with the help of controlled workflow within the system with selection of appropriate watermark and audit trail.

Doc control system gives you the ability to distribute documents the way you need to, like download, print (Hardcopy/Softcopy) and email.

Documents are created primarily for distribution. They're attached to workflows to follow specific routes and reach specific people. They can be sent via e-mail to one or more recipients. They can be produced during document discovery or made available for inspection during a due-diligence study. Different kinds of document distribution typically require different practices for effectiveness in each context.

Documents need to be distributed under very different contexts. The varying requirements can pose special problems and can also prove expensive if you're not a document distribution company. Readability, security, unintended disclosure of protected information, and deliver-ability are some of the issues. Cost of distribution can also be a significant issue. Specialized document distribution fulfillment companies can help when there are serious issues involved.

Self check-3

Test-I True/False

Instruction: write true or false for the give question. You have given <u>1 Minute</u> for each question. Each question carries <u>2 Point.</u>

1. Providing effective feedback is an intricate process that requires skill, practice, and graceful execution.

2. Better communication with employees through effective feedback leads to better employee engagement
3. By asking for feedback, it cannot actually motivate employees to perform better.
4. Feedback must be concrete and relate to a specific, measurable performance goal

Test II: short Answer writing

Instruction: write short answer for the given question. You are provided 3 minute for each question and each point has 5Points.

1. Write the reason why feedback is important
2. What are updating documented information requirements
3. Write the issue to distribute Documents.

Note: Satisfactory rating – above 60%   Unsatisfactory - below 60%

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

Unit Four: Work in Team Environment

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

- Role and objective of the team
- Team parameters, reporting relationships and responsibilities
- Individual role and responsibilities
- Roles and responsibility of other team members
- Identify relationships within team and external to team
- Effective and appropriate forms of communications
- Team work plans Development

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 Role and objective of the team from available sources of information
- Identify team parameters, report relationships and responsibilities from team discussions and appropriate external sources
- Identify individual role and responsibilities within the team environment
- Identify and recognize roles and responsibility of other team members
- Report relationships within team and external to team
- Identify Effective and appropriate forms of communications
- Contribute to the development of team work plan

4.1. Role and objective of the team

4.1.1. Team work

A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they are mutually accountable.

A **team environment** can be defined as the setting in which the team does its work. It does not have to be a work environment, it can be school, sports, or any activities that involve a small gathering of people who have skills that complement each other, are committed to a common purpose, and all feel accountable for the outcome.

Knowing how to work in a team environment can improve your teamwork and collaboration skills in the workplace. A team environment refers to settings in workplaces that focus on team members working together toward a single result or goal. Here's a list of steps you can take to perform better in a team environment:

A team role is the Tendency to behave, contribute and interrelate with others in a particular way.

Elements that make up a team

- ✓ Composition – Team *composition* is the overall skills, experience, and expertise that each member brings with them to the team dynamics.
- ✓ Culture – Team *culture* is the viewpoints, objectives, communication style, and principles shared by a group to complete tasks.
- ✓ Goals – Team *goals* are the outputs of the shared work that lead to the completion of a common objective

List of steps to perform better in a team environment

- ✓ Choose a team leader

Electing a trustworthy team leader is an important step in improving teamwork, as team leaders typically know how to motivate team members and maintain their focus. It's the responsibility of the leader to set goals, allocate responsibilities, track progress, and ensure timely achievements of goals. Appointing an effective team leader can also help ensure there's optimal utilization of resources.

- ✓ Consider team size

There are pros and cons to selecting large and small teams. You typically receive more resources and skills to work on projects and goals with larger teams. Larger team sizes provide more perspectives to consider, which requires more consideration and debate during decision-making.

Conversely, when you have smaller groups, you can focus more on the individual viewpoints of team members and better support their individual growth. The size of the team usually depends on the project goals, available resources, and budget.

The size of your group also can impact the amount of time required to complete projects. Smaller groups may require more time to accomplish the same number of tasks than a large team.

- ✓ Assign and communicate roles

It's crucial for a team leader to assign goals to each team member and communicate them clearly. This sets realistic expectations, prevents wastage of effort or resources, ensures transparent communication, and creates accountability. Team leaders can consult different team members to understand their skills and expertise and allot them responsibilities they are comfortable accepting. For team members, it's important to clarify responsibilities, ask questions about the role, and communicate what the tasks are preferable.

- ✓ Create a collaborative environment

Organizations benefit from creating a collaborative environment where employees feel that the team leader considers all suggestions, employees can express their opinions, and team members are comfortable asking questions. This can help create a collaborative work environment where employees feel valued and engaged. To cultivate this environment, leaders can collect feedback and suggestions from their team members regularly.

- ✓ Establish transparent processes

It's the role of the leader to establish consensus with everyone in the team regarding the scope of the project and the processes. They set processes for how team members can communicate challenges, give feedback, report progress, and submit deliverables. Teams can use project management and collaboration tools to simplify the process by automating parts of it.

It's important for all team members to follow the same process, tools, and methodologies for consistent results, quality, and productivity. Ensure that everyone in the team understands these processes and is willing to follow them consistently.

- ✓ Be respectful of others' opinions

It's critical to be respectful when interacting with team members and consider various viewpoints associated with the project. Team members may experience different concerns and express a difference in opinion depending on their situation. During discussions and meetings, express your perspective without being aggressive or directing your comments to one individual. Try to understand the different experiences and viewpoints of others to help reach nuanced conclusions about complex issues.

- ✓ Track progress

It's usually the responsibility of the team leader to track progress and ensure that there's a timely delivery of results. Leaders typically work with team members to understand the challenges and obstacles to progress and find solutions. If the scope of the challenge is significant, an overall change in the project strategy and process may be necessary. Team members can also support each other in accomplishing goals, finishing tasks, and exchanging knowledge or feedback.

- ✓ Recognize individual contribution and effort

Acknowledge and appreciate the effort of individual team members and their contribution to success. Usually, team leaders acknowledge their team members after the project is complete. This can help them feel valued and improve their job satisfaction. To ensure that the acknowledgement is sincere, make sure it takes place immediately after the project review and that it's specific to the role of the individual.

Benefit of team environment

- Improves learning and creativity
- Reduces conflict
- Encourages innovation
- Increases productivity

4.2. Team parameters, reporting relationships and responsibilities

4.2.1. Team parameter

You should appraise your team members on **'results' and 'capabilities'**. Results are what they have achieved till the day of appraisal in the current financial year. Capabilities are evaluation parameters of what they will be able to deliver in the coming.

4.2.2. Reporting relationships and responsibilities

A report is written for a clear purpose and to a particular audience. Specific information and evidence are presented, analyzed and applied to a particular problem or issue. The information is presented in a clearly structured format, making use of sections and headings so that the information is easy to locate and follow.

When you are asked to write a report you will usually be given a report brief, which may outline the purpose, audience and problem or issue that your report must address, together with any specific requirements for format or structure.

An effective report presents and analyses facts and evidence that are relevant to a specific problem or issue. As with an essay, all sources used should be acknowledged and referenced throughout, in the format set out in the course referencing guide. The style of writing in a report is less of a continuous piece of writing than an essay, with a more direct and economic use of language. A well written report will demonstrate your ability to:

- Understand the purpose of the report
- Gather, evaluate and analyze relevant information
- Structure material in a logical and coherent order
- Present a report in a consistent manner according to the instructions provided
- Make appropriate conclusions that are supported by the evidence and analysis of the report
- Make thoughtful and practical recommendations where required

A team may have reporting relationships with its own member, other teams, staff and administrative organs.

4.3. Individual role and responsibilities

Contrary to popular belief, teamwork is not just a group process -- it's a personal responsibility and skill. Today all work is teamwork, and the challenge is to get something done with others over whom you have no authority.

Keys for working responsibly with others

- Develop your ability to respond

It's helpful to make a distinction between accountability and responsibility. Accountability is an agreement to be held to account for some result. Responsibility is a feeling of ownership. You can assign accountability between yourself and others, but responsibility can only be self-generated.

Responsibility means to completely own rather than deny, blame, or rationalize your situation. Think of the cause-effect equation. Instead of seeing yourself as the effect and something else as the cause, responsibility means seeing yourself as both cause and effect for your situation. Accept that your past choices place you in your current situation. Also accept that you are in complete charge of your learning, improving and growing in order to produce the results you want.

- **Retain your personal power**

Individuals make huge differences in the dynamics of a team, however most of them don't accept their power to make or break a collaborative relationship.

- **Increase your provoke ability**

To apply this key for personal responsibility, first practice on yourself by becoming increasingly intolerant of the difference between what you say and what you do. Then, expect collaborators to act only in your collective best interest and to honor all agreements you've made with one another.

- **Experience judgments fully, and then let them go**

When you completely understand where your judgment comes from, then and only then can it dissipate? Then you can release it. Let it go. Sometimes it helps to physically assist with the mental process of letting go.

- **Learn from every upset**

High performers realize that an upset is an opportunity to learn. You can harvest value from an upset by asking yourself how your choices and actions landed you in this upsetting situation. Determine how you can change your behavior to strengthen the team. If you need to ask for new agreements with your teammates, do it.

The key is not to avoid, eliminate, or cover up mistakes and upsets, but to learn, correct, and improve each time.

- **Master your intentions**

Clear intentions are the secret behind extraordinary performers. The key skill is simple enough to explain: know and picture your outcome. Hear the desired sounds. Feel the intended feelings. And specify the results you expect to achieve. Such clear intentions guide your behavior to deliver the desired results.

Use this awareness to develop integrity in your relationships. Make your collaborative intentions known to your teammates.

- **Live and work "on" purpose**

If mastering your situational intentions provides power, consider the power of a clear and sustained purpose in your life. By working with the conscious intention that comes from determining and knowing your purpose in life, not only will all of your actions be integrated, you will also attract individuals who will help you achieve your purpose and who are served by it.

- **Open a new relationship with a contribution**

Heads of state always present gifts when calling on leaders of a foreign land. These gifts symbolize the diplomats' willingness to invest in the relationship before expecting a payoff. Consider how this is different from the instructions given to many task force members by their superiors: "listen politely, but don't share or commit to a thing." even less responsible are those who approach a new relationship demanding an immediate answer to the question "what's in it for me?"

Responsible collaborators start a new relationship by contributing intention, information, energy, access, or resources.

- **Be a "present hero" by serving yourself and your team simultaneously**

"present heroes" are individuals like john who are mindful of the abundance they enjoy as members of their families, teams, and communities. They assume it's in their own self-interest to invest a little personal energy to help the group. To put this key to work for you, choose one of the dozens of annoyances that you've been wishing "someone" on your team would take care of-from confronting a teammate's difficult behavior to redesigning an inefficient work process-and take care of it yourself.

4.4. Roles and responsibility of other team members

Team roles and responsibilities is an element of the high-performance team charter. Team roles and responsibilities are a summary of the team's main activities and what the team is intended to do, and describe the various functions the team plays in the organization. Roles and responsibilities should be consistent with the team's mission and its goals. Roles and responsibilities are further defined by goals and performance measures, and by business process review and codification of roles and responsibilities are useful for all teams and essential for new project teams. Teams usually find this task fairly easy. Roles and responsibilities are generally summed up by activities: what the team does on a day-to-day basis. A team brainstorming session can easily produce dozens of activities, if not more. The hard part comes when the team has to determine which are "core" or essential and which are less important, or priorities their daily work. People seem to take it personally when the work they are doing is assessed as having less value or importance than work others in the team are doing.

Team members are selected because they have particular skills that are required to complete project tasks. Examples include specialists in business or technical disciplines, or an outside supplier.

The team member's role is to successfully perform the tasks that have been allocated, keeping the project manager informed of progress as well as any issues that may arise.

The role often requires team members to work on their own initiative in areas where they are the 'experts'. This places the responsibility on them to manage their own day to day work, recognize the authority of the project manager and report to the project manager as appropriate. The role often requires team members to work on their own initiative in areas where they are the 'experts'. This places the responsibility on them to manage their own day to day work, recognize the authority of the project manager and report to the project manager as appropriate.

Team membership often changes as a project moves through its development. This means there are frequently two types of team member:

- **Core team member** - a full time role on the project but not necessarily for the duration of the project.

- Extended team member - a part time role on the project . These team members will usually have their regular job to do, or they may be from an outside company.

Team member's responsibilities

- Understanding the purpose and objectives of the project.
- Ensuring a correct balance between project and non-project work.
- Working to timescales and within cost constraints.
- Reporting progress against plan .
- Producing the deliverables/products to agreed specifications.
- Reviewing key project deliverables/products.
- Identifying issues.
- Identifying risks associated with the project.
- Working together as a team.
- Contributing towards successful communication.

4.5. Identify relationships within team and external to team

When you form a team at a small business, it is helpful to assign roles to the members so that all tasks are covered. One of those roles should be external liaison. This member not only participates in team meetings, but also communicates with groups and individuals outside the team. This vital role ensures that the team has the support of the company, and it helps the team have an impact on other teams.

4.6. Effective and appropriate forms of communications

Communication is the exchange of information and meaning between people. It occurs when one person understands and responds to the meaning of a message sent by someone else. The communication process includes five main components: the information source, the signal, the transmission, the destination or receiver, and the noise.

Communication starts with a sender who has a message to send to the receiver. The sender must encode the message and select a communication channel that will deliver it to the receiver. In communicating facts, the message may be encoded with words, numbers, or digital symbols; in communicating feelings, it may be encoded as body language or tone of voice.

Communications that provide for feedback are called two-way communications because they allow the sender and receiver to interact with each other. Communications that provide no opportunity for feedback are one-way.

Barriers to Effective communication

- ✓ Noise
- ✓ ambiguous,
- ✓ muddled messages;
- ✓ semantics;
- ✓ physical barriers;
- ✓ loss of transmission;
- ✓ failing to communicate;
- ✓ competition barriers;
- ✓ cultural,
- ✓ linguistic,
- ✓ Not listening.

The Formal and Informal Communication

- ✓ Formal communication networks -: Networks that are designated by the organizational structure, charts, or other official documents.
- ✓ Informal Communications: Informal communication flows outside of the firm's chain of command.

4.6.1. Level of communication

A. Upward Communication

Upward communication from subordinates to superiors provides management with valuable insight into how the organization is functioning, and provides superiors with feedback about whether subordinates understand orders and instructions. It gives employees an opportunity to vent their feelings. Upward communication can be encouraged by social gatherings, union publications, regular meetings, performance appraisal meetings, grievances, attitude surveys, a suggestion system, and open door policy, indirect measures, and email. Formal, comprehensive programs and upward appraisals also encourage upward communication.

B. Downward Communication

Downward communication is transmitted from superior to subordinate on subjects like corporate vision and mission, what the job consists of, performance evaluations, job instruction, and organizational policies and practices.

C. Horizontal Communication

Horizontal or lateral communications are messages between departments or people in the same department. Managers use individuals or committees to bridge departments and improve the flow of communication between them by using liaison personnel, committees and task forces, and independent integrators.

4.6.2. Elements of communication process

There are six elements in communication process. These are

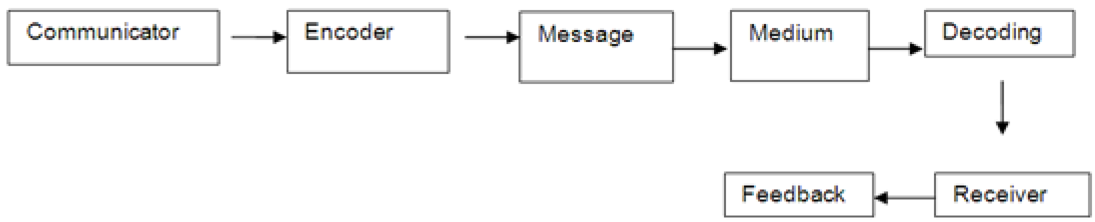

Figure 1 Elements of communication process

- **Communicator can be manager** is the communicator, source, speaker, issuer or writer who intends to convey or transmit a message, subordinates, customers, clients, workmates as well as external parties. Communicator plays an important role in the communication process
- **Encoding**: this is the second element in the communication process. It refers to preparing the subject of communication (idea, fact, information etc) in a very convenient or suitable language.

- **Message**: the encoded message needs to be transmitted by appropriate means. It may be in verbal or written form depending on the purpose.
- **Medium**: the medium of communication carries the message from the communicator to the receiver. Face to face, verbal communication, use of telephone, inter-com facilities, issue of memorandum, notice, circulars, statements, telegraphs, telex, etc are the various means of communication.
- **Decoding:** decoding refers to the conversation of the message by the receiver into meaningful terms so as to make it understandable. This is another important element of communication because the receiver's response depends upon his/her understanding of the content and purpose of the message.
- **Receiver**: the receiver of the message has an equally very important role to play as the communicator. Communication to be effective must be receiver oriented, for it is the receiver, his/her ability to encode the message and understand it that contributes to a positive response from the receiver.
- **Feed back**: communicator is the originator of the message. The actual response of the receiver to the message communicated to him/her is known as feedback. This is an important element to the communication process because it reduces the possibility of a difference between the intention of the communicator and the interpretation of the message by the receiver. Two - way communication requires feedback to the initial message sent and enables the sender to check whether the message received has been properly understood by the receiver

4.7. Team work plans Development

A well developed work plan provides clear and specific guidance pertaining to the staffing, timeline and costs associated with the implementation of conservation actions. A work plan identifies the specific tasks that need to be completed, associated with a conservation action plan. Additionally it defines the what, who, when and how of each of these actions. Finally, a good work plan lays out the monitoring tasks necessary for the project. The process of completing a work plan will also help a team identify gaps in the availability of critical resources and capacity necessary to achieve objectives

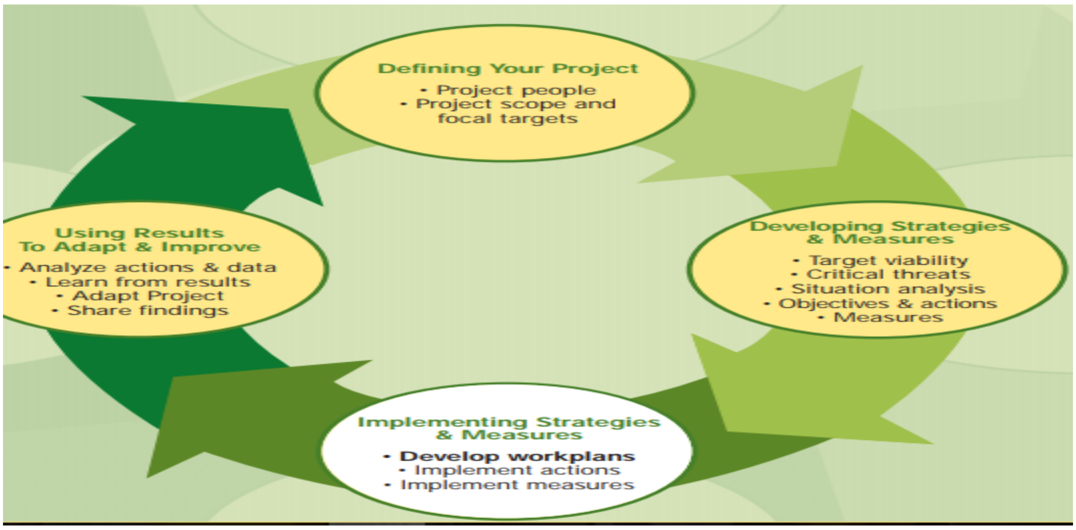

Figure 2 develop work plans

The work plan helps the project team to:

- ✓ Ensure all the essential tasks in the project are planned and reduces the chance of overlooking an essential step in completing the project.
- ✓ Allocate tasks efficiently to individuals without duplication of effort
- ✓ Establish short-term priorities and individual performance expectations
- ✓ Establish a project schedule that can be tracked and monitored
- ✓ Set expectations for project progress and establish accountability
- ✓ Analyze problem areas more effectively
- ✓ Develop a more accurate budget

The following five steps are typically carried out during the process of developing a useful work plan:

- ✓ Identify specific action steps that need to be done
- ✓ Define "who" will be responsible for each action step
- ✓ Determine when each action step will take place
- ✓ Estimate resources required for each action step
- ✓ Revisit and revise the work plan on a regular basis

Self check-4

Test-I true/false

Instruction: write true or false for the give question. You have given <u>1 Minute</u> for each question. Each question carries <u>2 Point.</u>

1. Horizontal or lateral communications are messages between departments or people in the same department.
2. Networks that are designated by the organizational structure, charts, or other official document is called informal communication.
3. Loss of information is not barrier of effective communication.

4. Decoding refers to the conversation of the message by the receiver into meaningful terms so as to make it understandable.

Test II: short Answer writing

Instruction: write short answer for the given question. You are provided 3 minute for each question and each point has 5Points.

1. List down the elements of Team
2. What are steps to perform better in a team environment
3. What are the benefit of team environment
4. Write the Team members responsibility

Reference

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Ministry of Labor and Skills

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