



# Managing Work Time Effectively

Course Manual



**STATE CIVIL SERVICE**  
COMPREHENSIVE PUBLIC TRAINING PROGRAM

Revised 06/28/2018

# MANAGING WORK TIME EFFECTIVELY

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## COURSE DESCRIPTION

This ½-day class examines the habits we have in managing our time, and how the concepts of importance and urgency affect our productivity. Participants will identify the activities that determine their use of time and will learn and practice an effective method for planning and prioritizing tasks.

## LEARNING OBJECTIVES

At the end of this course, you'll be able to:

- Identify your barriers to effective and efficient time management.
- Plan and prioritize work activities while taking into account short and long-term objectives.
- Apply proactive strategies to use time more effectively.

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NOTES:

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## REAL WORLD APPLICATION

- Where does your time go and how can you can your behavior?
- Set goals. Prioritize goals. How can you arrange your time so these goals can be accomplished?
- What are some tools and techniques that can make your job easier?

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# Time Management Skills—Self Assessment #1

How often do you carry out the behaviors that help you achieve your daily, weekly, and long-term goals? Next to each behavior listed below, circle the number that indicates how frequently you act or respond in these ways. Then total each section.

**1 = Never    2 = Seldom    3 = Sometimes    4 = Often    5 = Always**

## Planning

I write out a list of things to do each day.	1	2	3	4	5
At least once a week, I conduct a planning session to schedule and review long-term goals, activities, and priorities.	1	2	3	4	5
I include time in my schedule for unexpected urgencies.	1	2	3	4	5
I schedule buffer time between meetings and appointments.	1	2	3	4	5
I assign priorities to the items on my task list every day.	1	2	3	4	5

**Total Score for this section:** \_\_\_\_\_

## Time Usage

I accomplish most of the items on my task list each day.	1	2	3	4	5
I group similar tasks and perform activities in a logical sequence.	1	2	3	4	5
I keep a daily activity log to track my activities, projects, conversations, and interruptions.	1	2	3	4	5
I regularly analyze my time usage to find ways to work more efficiently.	1	2	3	4	5
I do the most important tasks first each day.	1	2	3	4	5

**Total Score for this section:** \_\_\_\_\_

## Projects and Teams

My projects include goal statements and breakdown of activities into specific action items with deadlines.	1	2	3	4	5
My teams achieve their goals by deadline dates.	1	2	3	4	5
I confirm all action items and deadlines before I leave meetings.	1	2	3	4	5
My meetings are well-organized and effective.	1	2	3	4	5
I complete projects on or before deadlines.	1	2	3	4	5

**Total Score for this section:** \_\_\_\_\_

# Self Assessment #1 Continued

How often do you carry out the behaviors that help you achieve your daily, weekly, and long-term goals? Next to each behavior listed below, circle the number that indicates how frequently you act or respond in these ways. Then total each section.

**1 = Never    2 = Seldom    3 = Sometimes    4 = Often    5 = Always**

## Records Management

I can find any file I need in under one minute.	1	2	3	4	5
I use the same organization system for my computer files and my paper files	1	2	3	4	5
My desk or work area is clear and uncluttered.	1	2	3	4	5
I often analyze my paperwork and look for ways to simplify or improve my systems.	1	2	3	4	5
I regularly sort, review, and clear out files.	1	2	3	4	5

**Total Score for this section:** \_\_\_\_\_

## Time Wasters

I handle my most important tasks everyday without procrastination.	1	2	3	4	5
I have an effective plan for handling recurring interruptions.	1	2	3	4	5
I stay on task and only deviate for vital interruptions.	1	2	3	4	5
I schedule buffer time into my day to handle those emergencies that arise as part of my job responsibilities.	1	2	3	4	5
I handle telephone and email efficiently and do not allow them to distract me.	1	2	3	4	5

**Total Score for this section:** \_\_\_\_\_

## Personal Management

I have a written set of personal goals.	1	2	3	4	5
I do not feel overly stressed or overworked.	1	2	3	4	5
I feel satisfied that I have accomplished the most important items at the end of my workday.	1	2	3	4	5
I know which values are most important to me and give attention to those areas each week.	1	2	3	4	5
I know how to say no to requests that are counterproductive or will overcommit my time.	1	2	3	4	5

**Total Score for this section:** \_\_\_\_\_

# MANAGING WORK TIME EFFECTIVELY

## TIME MANAGEMENT SKILLS—SELF-ASSESSMENT #1

Review each section to determine the areas in which you would like to make improvements. As you go through today's session, list the ideas you hear that will allow you to be more effective in those areas. List those ideas in the spaces provided.

<b>Planning</b>	<b>Time Usage</b>
<b>Projects and Teams</b>	<b>Records Management</b>
<b>Time Wasters</b>	<b>Personal Management</b>

# MANAGING WORK TIME EFFECTIVELY

## COURSE DESCRIPTION

This half-day course examines the habits we have in managing our time and how the concepts of importance and urgency affect our productivity. Participants will identify the activities that determine their use of time and will learn and practice an effective method for prioritizing and sequencing work

## JOB/LEARNING OUTCOMES

- Identify your barriers to effective and efficient time management.
- Plan and prioritize work activities while taking into account short and long-term objectives.
- Apply proactive strategies to use time more effectively.

## SHIFTING YOUR BELIEFS ABOUT TIME

How you perceive time can affect how you relate to it. The following statements are popular ideas held about time that may or may not be true. In your group, discuss each statement and rewrite the statements with which you disagree.

Statement	True or False?
1. You can manage time.	
2. Time is money.	
3. I work best under pressure.	
4. Other people seem to have more time than I do.	
5. I can do everything that I want to do.	
6. Time management involves getting more done in less time.	

## TIME AND PRIORITIES—SELF-ASSESSMENT #2

<p>What do you spend most of your time doing each day at work?</p>	<p>What are the biggest challenges to accomplishing your goals each day?</p>	<p>LIST YOUR MAIN PROJECTS:</p>
<p>Which activities do you perform effectively?</p>	<p>What would you like to spend more time doing?</p>	
<p>In which activities would you like to improve your performance?</p>	<p>If you felt completely successful, what would you be doing differently?</p>	
<p>What is your most productive time of day?</p>	<p>What are your biggest stressors?</p>	
<p>What are your strengths?</p>	<p>What are the strengths of your team members?</p>	<p>Look through each of these sections to determine:</p> <ol style="list-style-type: none"> <li>1) How you could adjust your activities to be more productive,</li> <li>2) What resources and people could help you in your challenging areas, and</li> <li>3) Which skills you could continue to develop to be more effective in accomplishing the things that matter most to you?</li> </ol>

# MANAGING WORK TIME EFFECTIVELY

## TIME MATRIX

A quick way to see if you are really focusing on what is most important is to examine your life and/or work through this time matrix.



The **Necessity Quadrant** includes crises, deadlines, and other problems that will have an impact on your goals and are time-sensitive. Your strategy here is simply to **MANAGE**. These tasks must be completed on time and as efficiently as possible, for there is little room for error in this situation.

The **Productivity/Enrichment Quadrant** is the where you of complete projects, build relationships, and plan effectively. Your strategy here is to **FOCUS**. Since these tasks are important to meeting your personal and professional goals, they should receive the majority of your focus.

The **Distraction Quadrant** includes interruptions, some meetings, and other people's priorities. Your strategy here is to **AVOID**. If you cannot avoid these tasks, push them back to a better time or delegate them accordingly.

The **Waste Quadrant** is the quadrant of busywork, office gossip, and escape activities. Your strategy here is to **LIMIT**. These tasks are simply a waste of your productivity and should be limited as much as possible because they serve no purpose to achieving your goals.

Note that not all escape activities are a waste of time. We do need short breaks during the day to relax our minds. These breaks are actually "Important" and should be scheduled appropriately.



# MANAGING WORK TIME EFFECTIVELY

## WHAT I LEARNED FROM THE ROCKS

Use this space to write the key points you got from observing the “rocks” activity. Are you using your time for what is important?

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## WHAT IS IMPORTANT TO YOU?

Directions:

1. List all of the roles you currently fill.
2. Rank each role in order of importance, with 1 being most important. (Not the one you spend your most time doing.)
3. Rate your performance in rate your performance of each on a scale of 1 to 5. One means you are in that role but you do little or nothing. Three is meets the basic expectations of that role. Five means you are great in that role.

MY ROLES	IMPORTANCE	PERFORMANCE

# MANAGING WORK TIME EFFECTIVELY

## SETTING GOALS

It's easy to get caught up in all the important and urgent tasks on our lists. It may feel at times that all your tasks are urgent and important leave no time to work on important items. The cumulative effect of "firefighting" all the time is that our long-term goals become elusive and harder to reach dreams. In order to keep you focused, you must set goals.

### ROLE—RESULT—ACTION GOALS

#### Work Goal:

As a \_\_\_\_\_, I will \_\_\_\_\_

\_\_\_\_\_

by \_\_\_\_\_.

#### Life Goal:

As a \_\_\_\_\_, I will \_\_\_\_\_

\_\_\_\_\_

by \_\_\_\_\_.

## PLANNING TO SUCCEED

### Quarterly/Monthly Planning

- Schedule 30 minutes of focused, uninterrupted time
- Review and revise roles and goals
- Create Master Task list

### Weekly Planning

- Schedule 30 minutes for reviewing goals and weekly planning before the week begins
- Make sure it is focused, uninterrupted time
- Schedule your appointments, meetings, and other activities that are fixed
- Schedule the *most important and not urgent / enrichment* tasks
- Write it down! Use Outlook, a planner, phone app, etc.

### Daily Planning

- Schedule 10 minutes of focused, uninterrupted time at the beginning of the day
- DO NOT OPEN EMAIL BEFORE PLANNING
- Review schedule of upcoming activities, deadlines, projects, etc.
- Break up bigger projects into smaller chunks that can be completed in a day

# WEEKLY PLANNING TOOL—GOAL ORIENTED

Role	My goals	Individual tasks	Priority	Deadline	Status
		<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> </ol>			
		<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> </ol>			
		<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> </ol>			
		<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> </ol>			
<p><b>NOTES:</b></p> <p>Use this list to ensure that you schedule your most important tasks first each week. These are tasks with the most immediate deadlines, ones that affect the largest or most important audiences, or are vital to your personal and professional goals.</p> <p>Schedule your most important tasks and tasks that require concentration and analysis during your productive time periods of the day. Then fill in the rest of your schedule with those less vital or repetitive tasks that don't have to be completed at a specific time.</p>					

# WEEKLY PLANNING TOOL— PROJECT/TASK ORIENTED

My main projects and job responsibilities for the upcoming week:	Break down each project or responsibility into individual tasks:	Priority	Deadline	Status	Why is this important? Who will be affected if you don't complete this task? Which professional or personal goal is this project attached to?
<p><b>NOTES:</b></p> <p>Use this list to ensure that you schedule your most important tasks first each week. These are tasks with the most immediate deadlines, ones that affect the largest or most important audiences, or are vital to your personal and professional goals.</p> <p>Schedule your most important tasks and tasks that require concentration and analysis during your productive time periods of the day.</p> <p>Then fill in the rest of your schedule with those less vital or repetitive tasks that don't have to be completed at a specific time.</p>					




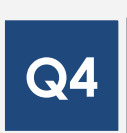
# MANAGING WORK TIME EFFECTIVELY

## PRIORITIZING TASKS

Start by reviewing your schedule for the day. Then, create a task list of items that you want to accomplish for the day. Prioritize your task list to help you decide the order by which you will complete your tasks.

### PRIORITIZE BY TIME MATRIX

One method is to prioritize according to the time management matrix. You would prioritize your tasks in the this order:

-  Important and Urgent—These tasks should be done immediately because they have an impact on your goals and are time-sensitive.
-  Not Important and Urgent—These tasks should be completed after Q1 tasks are completed because these tasks are important to meeting your personal and professional goals and should receive the majority of your focus.
-  Important and Not Urgent—Schedule these tasks around Q1 and Q2 tasks. If you cannot avoid these tasks, push them back to a better time or delegate them accordingly.
-  Not Important and Not Urgent—Schedule time for your breaks, and limit all other time wasters.

### PRIORITIZE BY NEED

Another method is to prioritize according to deadlines and need for completion. Assign a letter to each task on your list:

-  **MUST** be done today
-  **SHOULD** be done today
-  **COULD** be done today

You can go even further by assigning a number to each task in addition to the above letter—A1, A2, etc. The number will tell you when to do the tasks, not how important the task is.

# MANAGING WORK TIME EFFECTIVELY

## ARE YOU A PROCRASTINATOR?

Procrastination can be caused by many reasons. It may simply be a habit, or it may be the result of fear, a lack of interest, etc. Since the cause of delays may vary by task, the best way to combat procrastination is to identify the cause of your delay and then apply the appropriate strategy to counter that cause.

### PROCRASTINATION CAUSES

When you are putting off a task, use these statements to identify the cause of your procrastination.

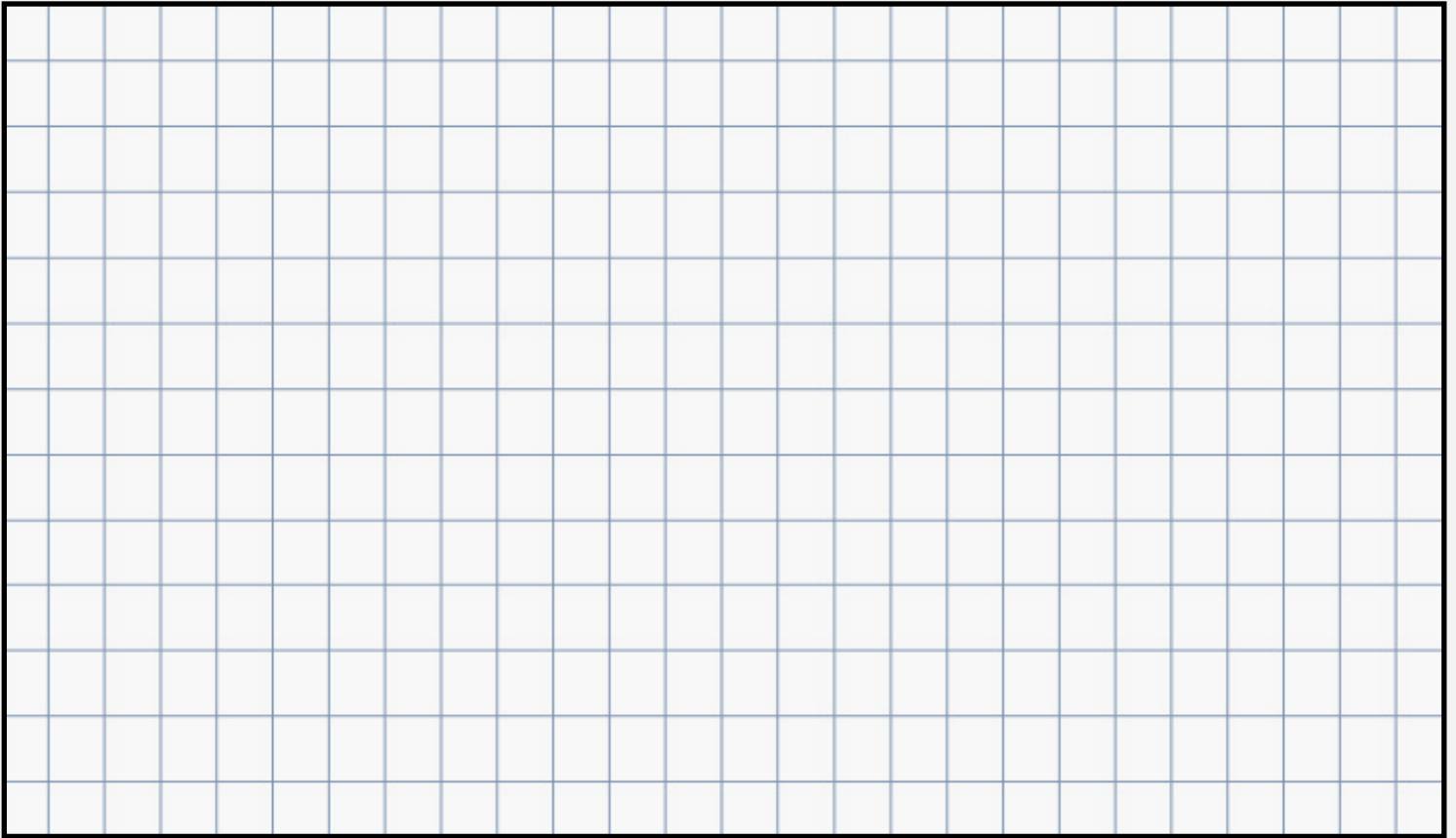
Y/N	Statement	Problem	Strategies
	I don't want to do this task.	General Dislike	<ol style="list-style-type: none"> <li>1. Do unpleasant tasks first.</li> <li>2. Schedule these during your high energy time.</li> <li>3. Reward yourself for finishing these.</li> </ol>
	I don't know how to do this.	Knowledge / Skill Deficit	<ol style="list-style-type: none"> <li>1. Ask for help from someone with experience.</li> <li>2. Do research to learn.</li> </ol>
	I am not interested in the task.	Lack of Interest	<ol style="list-style-type: none"> <li>1. Make it matter by acknowledging the positive effects.</li> <li>2. Find a way to make the task or the environment more enjoyable.</li> <li>3. Get someone to help.</li> </ol>
	I don't know where to start.	Overwhelming Scope and/or Complexity	<ol style="list-style-type: none"> <li>1. Break project in to smaller tasks that can be completed daily or weekly. Schedule time each day to work on these tasks.</li> <li>2. Talk through the project with someone who understands the project.</li> </ol>
	I don't know if I can do this.	Fear of Failure	<ol style="list-style-type: none"> <li>1. Make it matter by acknowledging the positive result, rather than worrying about the process.</li> <li>2. Visualize being "done."</li> <li>3. Give yourself a pep-talk and remind yourself of the projects you have successfully completed.</li> </ol>
	I find it hard to concentrate on this task.	Lack of Concentration / Interest	<ol style="list-style-type: none"> <li>1. Create a distraction-free zone—turn off notifications, close your door, etc.</li> <li>2. Work for shorter intervals.</li> <li>3. Do something physical when you take a break.</li> </ol>
	It needs to be perfect.	Perfectionism / Fear of Failure	<ol style="list-style-type: none"> <li>1. Acknowledge your perfectionism, and then accept your humanity: "I am doing my best with this task."</li> <li>2. Ask for feedback from an honest source.</li> <li>3. Focus on what is going well.</li> </ol>
	I can't make a decision.	Indecisiveness / Fear of Failure	<ol style="list-style-type: none"> <li>1. Establish a criteria and deadline for making decisions.</li> <li>2. Remove your feelings from the decision.</li> </ol>

# MANAGING WORK TIME EFFECTIVELY

## MAXIMIZE PRODUCTIVITY THROUGH ORGANIZATION

When you are organizing your office to maximize your productivity, start with your work roles. All of the resources you need to support each role should be located in activity zone.

### MAPPING YOUR WORKSPACE

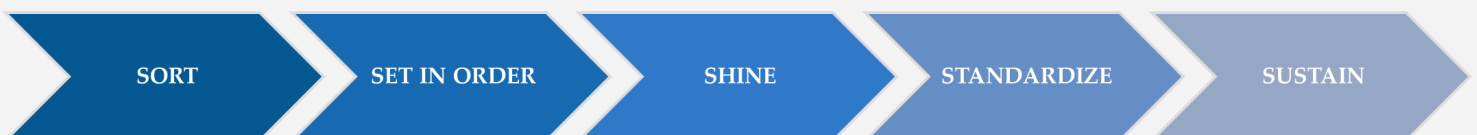


### QUESTIONS TO CONSIDER

After you map your workspace, think about these questions when organizing your office:

1. Do you have clear activity zones in your workspace?
2. Are all of the resources you need to support each role in one place?
3. Can you easily reach what you use the most?

### 5S METHOD



# MANAGING WORK TIME EFFECTIVELY

## MANAGING COMMON TIME CHALLENGES

A essential component to time management is managing common challenges. There are many events that we cannot control; yet we do have control over how we respond to those events.

Challenge	Strategies
My challenge is:	
Walk-ins / Visitors	
Telephone/email/ smartphone interruptions	
Work/Life Balance	
Difficulty saying no	
Waiting for information	
Unclear job assignments	

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