CPDForAccountants
Self-Paced E-Learning Courses

# The Responsible Workflow Manager | Learning Objectives and Assessment tasks

| Module | Core Topic | Learning objectives | Assessment tasks |
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| 1 | 21st Century Workflow | 1. Explore key workflow processes in accounting and advisory firms<br>2. Understand the roles and responsibilities of Workflow Manager | 1. Review the position description provided in this module with reference to your existing role in relation to workflow. What needs to change?<br>2. Conduct an informal workflow survey within your team. Involve all team members. Ask them what's working, what could be improved.<br>3. Document key workflow projects for the next 12 months based on (a) current firm goals or (b) your personal goals. Think outside the square, what would you like to achieve?<br>4. Identify up to 3 personal, team or firm SMART actions that you can take in relation to your learnings from this module. Document in your consolidated SMART action list for ongoing review. |
| 2 | Your firm's Health Check | 1. Explore common workflow management issues and challenges<br>2. Complete your firm's Workflow Management Review | 1. Complete the workflow audit and circulate to relevant staff for review and feedback.<br>2. Create a separate register of all software systems utilised in the management of workflow in your firm. Use section 2 of the workflow audit to gather this information. This will be used in future modules.<br>3. Consider the value of asking a select group of clients for their feedback on the way their work is managed by your firm. Focus on professionalism, accuracy, reliability, communication and value of work. This could be done as a short online survey.<br>4. Identify up to 3 personal, team or firm SMART actions that you can take in relation to your learnings from this module. Document in your consolidated SMART action list for ongoing review. |

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| 3 | Workflow Responsibilities | 1. Who's responsible for what - Assigning work and spheres of influence<br>2. Develop Work-in, Job budgeting, Review and Work-out procedures | 1. Compare your firm's work-in procedure with the example procedure provided in the support resources of this module. What needs to change?<br>2. Critically review the firm's process for setting job budgets. What suggestions can you make to improve the way the firm manages the contribution of each team member?<br>3. Identify one client who is difficult to manage in relation to the scheduling and completion of work. What are the underlying issues? What can you do to address these issues?<br>4. Identify up to 3 personal, team or firm SMART actions that you can take in relation to your learnings from this module. Document in your consolidated SMART action list for ongoing review. |
| 4 | Explore the Flow of Work | 1. Manage the scheduling and through-put of work<br>2. Implement workflow tracking, KPI reports and production meetings | 1. Review invoicing by month for the previous 12 months. Where were the capacity issues? What can be done moving forward in relation to workflow scheduling to address these issues?<br>2. What reporting system does your firm use to track the status of workflow? Ask all managers and partners of your firm for feedback on the quality of workflow reports. Ask accountants what would help them stay on top of their work.<br>3. Identify one workflow that you would like to map out to identify any opportunity for automation or improvement. Focus on specific steps and responsibilities. What changes could be considered to streamline the flow of work?<br>4. Identify up to 3 personal, team or firm SMART actions that you can take in relation to your learnings from this module. Document in your consolidated SMART action list for ongoing review. |

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| 5 | Take Control of Clients | 1. Focus on client engagement, onboarding and communication<br>2. Understand the difference between compliance and advisory workflow | 1. Document the process of client engagement and re-engagement. What could be done to encourage more communication and real engagement with clients during this process?<br>2. Review your firm's client service charter? Is it linked to specific systems, procedures or behaviours? IF you don't have a charter, consider developing your own using the workbook in supporting resources to this module.<br>3. What are the top 3 issues that your firm has with managing client relationships. Ask colleagues if you are not sure. What steps can your firm take to address these issues?<br>4. Identify up to 3 personal, team or firm SMART actions that you can take in relation to your learnings from this module. Document in your consolidated SMART action list for ongoing review. |
| 6 | Manage Workflow Issues | 1. Deal effectively with resource and capacity issues<br>2. Use Agile to overcome workflow bottlenecks and roadblocks | 1. Explore your firm's approach to job turnaround and deadlines. How does this influence the way that you start and complete jobs? What suggestions do you have for changing the way your partners, managers and accountants manage jobs?<br>2. Calculate the capacity of your firm using either the simple or detailed method described in this module. Do you have sufficient capacity to achieve your targets in this financial year? If not, what can you do to address this?<br>3. Consider how AGILE can be used to take control of client or firm projects. Identify one current project or action that would benefit from agile methodology. How should you start?<br>4. Identify up to 3 personal, team or firm SMART actions that you can take in relation to your learnings from this module. Document in your consolidated SMART action list for ongoing review. |

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| 7 | Explore Software Options | 1. Identify all software tools for workflow management<br>2. Implement digitisation of workpapers and processes | 1. Compile a list of all key workflow management tools. Assess the level of usage of each tool within the firm (1 = low, 2 = medium, 3 = high). What could be improved?<br>2. Identify one workflow software project that you are planning to implement in the next 12 months. Consider the implementation process with reference to steps 1 to 12 outlined in this module. What are the key areas that the firm needs to address to make this project a success?<br>3. Identify 1 workflow management tool that is not well utilised within the firm. What are the roadblocks to greater usage? What could be improved?<br>4. Identify up to 3 personal, team or firm SMART actions that you can take in relation to your learnings from this module. Document in your consolidated SMART action list |
| 8 | Manage People Effectively | 1. Understand the importance of collaboration for effective workflow<br>2. Deal with resistance to change in workflow processes | 1. Consider who is in your 'support' team in relation to implementation of workflow changes. Who is most likely to resist the changes you are implementing and why will they resist? What can be done to address these concerns?<br>2. What was the last workflow management project that your firm implemented? What went well? What could have been done differently? Are there any learnings that you can take from this in relation to future implementation projects?<br>3. What can you do now to improve the level of collaboration between administrative and technical staff? Consider regular meetings, better communication, stronger systems.<br>4. Identify up to 3 personal, team or firm SMART actions that you can take in relation to your learnings from this module. Document in your consolidated SMART action list |