Problem Solving Skills for Health Care Providers
Lesson 3 of 5
Plan and Coordinate Problem Solving

Learning Objectives

In this lesson you will learn the problem solving skill of planning and coordinating problem solving. You will learn how to:

1. Identify Activities
2. Sequence Activities
3. Identify Resources
4. Prepare a Plan
5. Anticipate Problems

Vocabulary and Key Terms

advertise - to prepare public notices or announcements that are paid for, as of things for sale or needs
anticipate - to think of or take care of ahead of time
applicants - people putting in a request or asking for something
apply - to put into use
arise - come into being; appear
arranging - making plans for; preparing
assembly - the act of putting together parts or pieces
assist - to help
blueprint - photograph of mechanical or architectural drawings or plans for a building, bridge, or other structure; usually white on a blue background
budget - a plan for how money will be spent
commercials - paid public notices or announcements on television or radio
committee - a group of people chosen to do certain work
community - a city or town; an area where people live
campaign - a series of planned actions done to bring about a particular result
completion - the act of finishing
complex - hard to understand or do
complicated - hard to understand or do
construct - to make or build according to a plan
contacting - getting in touch with
cooperate - to work together to get something done
coordinating - combining or bringing together; organizing
diagram - a drawing that helps to explain something
duties - things that a person is supposed to do
eager - wanting very much to do something
expense - money spent to buy or do something; cost
facilities - building, special rooms, etc. that make some activities possible
familiar - aware of, having knowledge of
fantastic - very good; excellent
fares - money that is paid for rides on a vehicle such as a plane or bus
finances - the amount of money that a person, business, or government has
fixtures - any wiring, plumbing, furniture, etc. attached to a building and considered a part of it
flexible - easily changed
footer - the base put under a column, wall, etc. to spread its weight and stop settling
forecast - a prediction of what will happen ahead of time
foundation - the base on which a wall, house, or other structure is built
furnish - to give whatever is needed; supply
Gantt chart - a chart in which an activity is assigned a line, the length of which corresponds to the amount of time the activity takes
goals - things a person wants and tries to get
hinges - joints on which doors, gates, or lids move back and forth or up and down
hire - to give a job to; employ
honeymoon - the vacation that a couple spends together just after their wedding
income - money that is received in the form of wages, salary, rent, interest, profit, or gifts
ingredients - the things that a mixture is made of
inspection - the act of looking at closely and carefully
install - to put into place for use or service
insulation - material that is used to slow or stop the flow of electricity, heat, or sound
interview - to talk to people about personal views, activities, etc.
jitters - a very uneasy, nervous feeling
leaflets - sheets of printed matter that are folded once or twice; booklets
location - the place where something is or will be
major - big or important
manager - a person who directs or has control over a business
manufacture - to make goods and articles, especially in large amounts and with the use of machinery

menus - lists of foods that are served at meals
merchandise - the goods that are bought and sold in business
method - a way of doing something
mortar - a building material made of sand, water, and lime, used between bricks or stones to hold them together
notify - to tell about something; give notice to
objectives - things a person wants and tries to get
offend - to hurt the feelings of; make angry or upset
outline - a report or plan that lists the most important points, but not the details
overlap - to happen at the same time
patio - a paved area near a house with tables and chairs used for relaxing outdoors
permission - the act of allowing someone to do something
permits - written orders allowing someone to do something
personnel - the department in a business that takes care of hiring, benefits, and employee training for the business

pleasant - pleasing; nice
popular - liked by many people
postponed - put off until later; delayed
predicts - tells what one thinks will happen in the future
procedures - ways of doing things; sets of steps to be followed
process - a series of actions that are done in making or doing something
producing - preparing a play or movie and presenting it to the public
promoted - advanced to a higher job or rank
recipe - a list of ingredients and directions for making something to eat or drink
recruiting - getting to join
reelection - the act of choosing the same person for public office again
references - written or spoken statements about a person's character or ability to do a job
required - needed or demanded
reserved - set apart for a special use or for a later time
resources - things that are available for use or can be used to take care of a need
restore - to bring back to an original or normal conditions
reunion - a gathering of persons who have been apart
salaries - fixed amounts of money paid to workers at regular times
schedule - to plan for a certain time
sequence - to arrange events in order
siding - a covering for an outside wall
souvenirs - objects kept as reminders of something
specific - special; characteristic of something
stocking - filling with a supply of things to be sold or used
substitutes - things that take the place of other things
survey - to measure the size and shape of a piece of land with special instruments
tasks - pieces of work to be done
termite - a small insect somewhat like an ant that eats wood, paper, and similar materials and lives in large groups
volunteered - offered to help or do something by a person's own choice
Prescription for Understanding

You have probably heard the words "planning" and "coordinating." But do you know how to apply planning and coordinating skills?

To plan is to make decisions about the future. For many activities, you need to plan with a group of people. You cooperate (work together) to get things done that one person can't do alone. Sometimes you are working on a big project. You may be planning a reunion or building a house. To get good results, you should follow these steps:

1. Identify activities that need to be done to complete the project.
2. Sequence (put in order by time or schedule) the activities.
3. Identify resources (materials, money, or people's time) required to carry out the project.
4. Prepare a plan. A plan doesn't have to be written out. But when there are many details, it is easier if you can see them on paper.
5. Anticipate problems. Think ahead about problems that could mess up your plan.

Planning and coordinating are the "nitty-gritty" that comes after you have decided on goals and objectives. You do these things in a small way whenever you go shopping or prepare for a picnic. But on the job, or even in your personal life, there may be projects lasting months or years. For these projects, you need to practice planning skills. Let's begin by looking at the first step – identifying activities.
**Skill Area #1: Identify Activities**

The first step in planning is to identify the major parts of your project. Here are two ways to do this:

1. If you are building or fixing something, look for the main parts of the job – the major tasks. In building a house, for example, you must dig the foundation, lay the block, raise the walls, and do the finishing. Each of these main parts requires separate activities.

2. Think about action words (verbs) for the activities. Actions are what you do. In planning the class reunion, you might think about the verbs "contact," "arrange," and "schedule."

Next, list some of the activities that make up the major parts. If you write them on paper, you will have a small outline. Here is an example for building a house:

- **Dig the foundation**
  - Measure length and width
  - Dig the hole
  - Pour a concrete footer

- **Lay Block**
  - Mix mortar
  - Lay block

- **Raise the walls**
  - Frame
  - Attach insulation and siding

- **Finish**
  - Install electrical wiring and plumbing
  - Hang drywall
  - Paint
  - Install trim

Now, let's try some samples from activities you may have done.
**Example Exercise 1**

Think of what you have to do (major actions) to change a tire. Try the method of listing verbs.

A. Which of the choices below is not a major action of changing a tire?
   a. Jack up the vehicle  
   b. Call a state trooper  
   c. Remove lug bolts  
   d. Replace the tire  
   e. Tighten lug bolts  
   f. Lower the vehicle

The correct answer is “b,” call a state trooper.

**Example Exercise 2**

Use the "major parts" method to think about what is needed to put on a play. Think of action verbs.

A. Put the general actions that go into producing a play in order:
   a. Choose facilities  
   b. Produce the play  
   c. Plan the production  
   d. Notify the public

If you chose “c, a, d, b,” you are right.

B. Which of the choices below is not an activity involved in the production of a play?
   a. Select the cast  
   b. Advertise  
   c. Choose the play  
   d. Schedule rehearsals  
   e. Order costumes  
   f. Arrange for lights, sets, and music

The correct answer is “b,” advertise. Advertising is not a major action in planning a production.
C. Which of the choices below is not an activity involved in choosing facilities?
   a. Select the facility
   b. Reserve the facility
   c. Call the recreation department
   d. Determine what size facility is needed

   The correct answer is “c,” call the recreation department. Calling the recreation department is not a major activity involved in choosing a facility for putting on a play.

D. Which of the choices below is not an activity involved in notifying the public?
   a. Print tickets
   b. Advertise
   c. Print flyers
   d. Produce the play

   If you chose “d,” produce the play, great! Producing the play is not a major action of notifying the public. It is an important general action all by itself.
Skill Check
Skill Area #1: Identify Activities
Exercise A

Remember that there are two quick ways to identify activities. One is to write down verbs or action words. The second is to look at important parts of the project. Use the second method. Break down the following projects into their important parts. For each project, select the answer that best describes the important activities or major tasks that must be done to complete the project.

1. Restore an old car to new condition:
   a. Make mechanical repairs, perform bodywork, refinish interior
   b. Paint car, adjust brakes, inspect doors
   c. Supervise, manage, control, evaluate
   d. Inspect, plan, restore

2. Construct an office building:
   a. Design blueprints, draw up contract, construct building
   b. Order materials, hire workers, oversee work, inspect roof
   c. Estimate, calculate, measure, inspect
   d. Lay foundation, erect frame, make walls, finish

3. Repair a street:
   a. Order materials, inspect, construct
   b. Estimate, calculate, measure street, inspect
   c. Fill potholes, lay asphalt, paint lines
   d. Draw up contract, repair, inspect

4. Prepare equipment and fixtures for a restaurant:
   a. Estimate, calculate, measure, inspect
   b. Order materials, paint, install
   c. Supervise, manage, control, evaluate
   d. Install kitchen equipment, attach booths and tables, connect cash registers

5. Manufacture an airplane:
   a. Install, inspect, revise, adjust
   b. Construct body, attach wings, install engines, install seats
   c. Paint parts, adjust parts, inspect engine, evaluate, control
   d. Design blueprints, draw up contract, construct, adjust, evaluate

6. Write a book:
   a. Think, organize, outline
   b. Write introduction, produce chapters, develop appendix and index
   c. Do research, gather information, design cover
   d. Brainstorm, diagram sections, write
7. Plant a garden:
   a. Estimate, calculate, measure, inspect
   b. Measure plants, inspect ground, fill holes
   c. Design garden, select plants, prepare ground, put plants in
   d. Buy plants, estimate, plant garden

8. Sew a skirt:
   a. Choose a pattern, choose fabric, cut pieces, stitch skirt
   b. Choose color, sharpen scissors, measure length, adjust pattern
   c. Buy zipper, cut out pockets, stitch side seams
   d. Buy materials, prepare, sew
Skill Check
Skill Area #1: Identify Activities
Exercise B

One way to identify activities in a project is to look at the important actions. Read about the following project. Then pick out the important actions.

Acme Auto Company is planning a new factory to build cars. It will be Acme's first factory in the state. What actions will Acme take to build the factory? Decide whether each action on the following questions is important or not important. Remember, pick the important actions, not little details.

9. Kill crickets and bugs on the farm land
   a. Important
   b. Not important

10. Survey the farm land to choose factory location
    a. Important
    b. Not important

11. Visit the farmer's family after land purchase
    a. Important
    b. Not important

12. Help a Future Farmers group in town
    a. Important
    b. Not important

13. Construct the factory building
    a. Important
    b. Not important

14. Choose the color for the factory bathroom
    a. Important
    b. Not important

15. Buy hinges for the factory doors
    a. Important
    b. Not important

16. Install machines and equipment
    a. Important
    b. Not important

17. Meet the mayor and offer to support next year's reelection campaign
    a. Important
    b. Not important
18. Pick cigarette butts up off the factory floor
   a. Important
   b. Not important

19. Hire factory workers
   a. Important
   b. Not important

20. Connect gas, electric, and water lines to the factory
    a. Important
    b. Not important

21. Decide the lunch schedule
    a. Important
    b. Not important

22. Train the factory workers
    a. Important
    b. Not important

23. Get construction permits
    a. Important
    b. Not important

24. Buy a flagpole
    a. Important
    b. Not important
Skill Area #2: Sequence Activities

The first planning step is to sequence the activities (list them in order of time). Look at the following activities and answer the questions.

Example Exercise 3

Pretend that you are planning the Memorial Day parade for your community. The following are activities that you and other people need to do.

A. What do you think should be the sequence?
   a. Tell the community about the event.
   b. Invite bands, service units, and other groups to march.
   c. Prepare floats and displays.
   d. Get permission from the police to close off some streets.
   e. Decide the parade route.

   If you chose “e, d, a, b, c”, you are correct. Activities “e” and “d” must come first, in that order. But activity “a” can begin as soon as “d” is completed, and at the same time as “b.” Activity “c” will begin after invitations are out. Activity “c” will overlap with activity “a.”

B. Which activity can be done at the same time as inviting special groups?
   a. Decide route
   b. Tell the community
   c. Prepare floats
   d. Get permission

   The correct answer is “b, Tell the community.” You can notify the community of the parade and invite special groups to participate at about the same time.
**Skill Check**  
**Skill Area #2: Sequence Activities**

You will soon be managing a brand new store. The store is being built. You need to plan your activities to prepare for the store's grand opening.

Answer the following true or false questions about the plans.

25. You can start advertising the store before the grand opening.
   a. True
   b. False

26. You can have the grand opening before you finish stocking the store with merchandise.
   a. True
   b. False

27. You can stock the store with merchandise while you advertise about the grand opening.
   a. True
   b. False

28. You must wait until after the grand opening to train the store workers.
   a. True
   b. False

29. You must hire workers before you install shelves, racks, and cash registers.
   a. True
   b. False

30. You should have the merchandise delivered before you install shelves and racks.
   a. True
   b. False

31. You should mark prices on the goods before the grand opening.
   a. True
   b. False

32. You can train the workers after installing cash registers, but before the grand opening.
   a. True
   b. False

33. You should hire and train workers to help prepare for the opening.
   a. True
   b. False
34. You must install cash registers before the store is stocked.
   a. True
   b. False
Skill Area #3: Identify Resources

After you identify and sequence activities, your next planning step is to identify resources (things you need to make the plan work). Resources can include the following:

- People
- Tools
- Materials
- Information
- Land
- Facilities (rooms or buildings)

Money is a special type of resource because you use it to buy other resources.

You can identify resources for each major activity in a project. Here are some examples for constructing a building:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dig the foundation</td>
<td>A piece of land</td>
</tr>
<tr>
<td></td>
<td>Back-hoe or pickax</td>
</tr>
<tr>
<td></td>
<td>Measuring tools</td>
</tr>
<tr>
<td></td>
<td>Concrete</td>
</tr>
<tr>
<td></td>
<td>Workers skilled in pouring foundations</td>
</tr>
<tr>
<td>Lay block</td>
<td>Blocks</td>
</tr>
<tr>
<td></td>
<td>Mortar</td>
</tr>
<tr>
<td></td>
<td>Mixing trough or mixer</td>
</tr>
<tr>
<td></td>
<td>Hand tools such as a trowel</td>
</tr>
<tr>
<td></td>
<td>Workers skilled in masonry</td>
</tr>
<tr>
<td>Raise the walls</td>
<td>Wood</td>
</tr>
<tr>
<td></td>
<td>Insulation board and siding</td>
</tr>
<tr>
<td></td>
<td>Nails and fasteners</td>
</tr>
<tr>
<td></td>
<td>Power tools and hammers</td>
</tr>
<tr>
<td></td>
<td>Carpenters</td>
</tr>
<tr>
<td>Finish</td>
<td>Drywall</td>
</tr>
<tr>
<td></td>
<td>Moldings</td>
</tr>
<tr>
<td></td>
<td>Electrical wire</td>
</tr>
<tr>
<td></td>
<td>Plumbing fixtures and pipes</td>
</tr>
<tr>
<td></td>
<td>Paint</td>
</tr>
<tr>
<td></td>
<td>Plumbers, electricians, painters, finish carpenters</td>
</tr>
</tbody>
</table>

Don't worry if you don't know about these kinds of resources. Every project has different resources. This project is just one example. Also, two very important
resources for this whole project are construction plans and money to purchase land, materials, and labor.

Lists of resources are very helpful. You can make these lists in several ways. For example, a Bill of Materials is a list that assembly workers or construction workers use. A recipe is a list of resources (ingredients, cooking tools, procedures) that cooks use. A budget is a list that shows groups of resources and how much they will cost.

**Example Exercise 4**

**A.** If you are planning to furnish a new house or apartment, which of the following are resources you will need?

- a. Food
- b. Furniture and bedding
- c. Camping tent
- d. Land

The correct answer is “b, Furniture and bedding.” Furniture and bedding are important furnishings that any house needs.

**B.** If you are planning to furnish a new house or apartment, which of the following are resources you will need?

- a. Power tools
- b. Cooking equipment
- c. Computers
- d. Suitcases

If you chose “b, Cooking equipment,” you are right. Cooking equipment is an important furnishing that any house needs.
Example Exercise 5

The example below is a budget for a vacation trip. A family is traveling from Michigan to Disney World by car.

Robinson Family Vacation

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hotel Rooms</td>
<td>$400</td>
</tr>
<tr>
<td>Tickets to Disney World</td>
<td>$150</td>
</tr>
<tr>
<td>Souvenirs and gifts</td>
<td>$50</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$600</td>
</tr>
</tbody>
</table>

A. Can you think of anything they forgot to list?
   - Blankets
   - Meals
   - Coloring books for the long ride
   - Swimsuits

If you chose “b, Meals,” you are right. They did forget to include the cost of meals.

B. What else did they forget to include in their budget?
   - Gas for the car
   - Airplane tickets
   - Suitcases
   - Postcards

The correct answer is “a, Gas for the car.” They certainly need to include the cost of gas for the car in their budget.
**Skill Check**

**Skill Area #3: Identify Resources**

For each project listed on the next below, select the answer that best describes the resources you will need.

35. What resources will you need to install a new computer system in a business?
   a. Land, labor, and energy
   b. Tools, equipment, information, and trained workers
   c. Tools and energy
   d. People and information

36. What resources will you need to repair an automobile yourself?
   a. Tools, parts, a place to work, and information
   b. A place to work and food to eat
   c. Equipment, information, energy
   d. Lights, tools, and time

37. What type of resources are listed in a recipe?
   a. Ovens, bowls, and labor
   b. Facilities, equipment, and labor
   c. Blueprints, tools, and ingredients
   d. Ingredients, cooking utensils, and procedures

38. How would you describe a blueprint as a resource for a construction project?
   a. A blueprint is information.
   b. A blueprint is equipment.
   c. A blueprint is a facility.
   d. A blueprint is a tool.

39. For which of the following activities would land be an important resource?
   a. Programming a computer
   b. Starting a tree farm
   c. Making a wedding dress
   d. Organizing a food drive

40. For which of the following activities would tools and equipment be an important resource?
   a. Raising funds for a charity organization
   b. Selling clothing
   c. Restoring an old building
   d. Buying groceries
41. For which of the following activities would a facility or building be an important resource?
   a. Planning a canoe trip
   b. Organizing a marching band
   c. Raising funds for a charity organization
   d. Holding a large meeting or convention

42. For which of the following activities would machinery and equipment be an important resource?
   a. Starting a new factory
   b. Writing a book
   c. Hiring workers for a business
   d. Raising funds for a charity organization

43. What resources will you need to raise funds for a charity organization?
   a. Land, tools, and labor
   b. Labor and information
   c. Facilities and equipment
   d. Machinery and information

44. What type of resource can be easily changed to another type of resource as needed?
   a. Land
   b. Money
   c. Equipment
   d. Labor
Skill Area #4: Prepare a Plan

You don't need a written plan for every project. Sometimes you can keep details in your head. You should make a written plan if:

- Several people are doing different things.
- You have many activities to finish.
- Your project will last a long time (several months or years).
- You are responsible for spending large amounts of money (say over $100).

There are several ways to write plans. One easy way is to make a schedule of activities.

You list activities in the order in which they must happen. You also list the dates. A sample plan for opening a restaurant is shown above.

Plan for Johnny's Restaurant

<table>
<thead>
<tr>
<th>Activity</th>
<th>Complete By</th>
<th>Person Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Painting and decorating</td>
<td>January 15</td>
<td>Susie</td>
</tr>
<tr>
<td>Installing tables and chairs</td>
<td>January 22</td>
<td>Ajax Restaurant Supplies</td>
</tr>
<tr>
<td>Printing menus</td>
<td>January 22</td>
<td>Gormley Printers</td>
</tr>
<tr>
<td>Hiring and training workers</td>
<td>January 31</td>
<td>Johnny</td>
</tr>
<tr>
<td>Grand opening</td>
<td>February 5</td>
<td>Everyone</td>
</tr>
</tbody>
</table>

If several people are working together, you can also show who is doing each part:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Complete By</th>
<th>Person Responsible</th>
</tr>
</thead>
<tbody>
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</tr>
</tbody>
</table>

Sometimes you have lots of activities that happen at the same time, or overlap. Then your plan could include a bar or Gantt chart. In a Gantt chart, each activity has a line or bar. The length of the line shows the time period of the activity.

The following wedding example shows three activities happening at once in late February:

1. meet with family members
2. plan for honeymoon
3. make dresses
You may want to include details about the activities in your plan. This depends on how complex your project is. If you are installing computers, your plan will need to include more details than if you are delivering pens and pencils to the office next door. If you are spending large amounts of money ($100 or more), your plan should include a budget as shown in the last section.

**Example Exercise 6**

You are involved in two projects. You will need different types of plans for each one. Which type of plan would you use for each project?

A. You are going to fix up a room in your house. You are the only one doing it. You must complete each activity before starting another.
   a. Gantt chart
   b. schedule with people's responsibilities listed
   c. simple schedule
   d. project plan

   The correct answer is “c.” A list of tasks and completions dates will be enough for fixing a room.
B. You are going to raise funds for a charity. You are working with a group of seven people. Each person will be doing one of four different activities.
   a. Gantt chart
   b. schedule with people's responsibilities listed
   c. simple schedule
   d. project plan

If you chose “b.”, great. For a group project like this, your plan should list people's responsibilities. The Gantt chart would not be necessary because you do not have a large number of overlapping activities.
Skill Area #4: Prepare a Plan
Exercise G

Sally Jones is running for mayor. Sally has a big campaign, but no money to help run it. Below is a list of activities for Sally's campaign. Look at the list, then answer the questions.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date to be completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Put up posters about Jones</td>
<td>Sept. 15</td>
</tr>
<tr>
<td>Pass out leaflets on Jones</td>
<td>Oct. 1</td>
</tr>
<tr>
<td>Run TV commercials</td>
<td>Oct. 10</td>
</tr>
<tr>
<td>Election day - vote for Jones</td>
<td>Nov. 2</td>
</tr>
<tr>
<td>Collect money donations for the campaign</td>
<td>Dec. 1</td>
</tr>
</tbody>
</table>

45. Which activities are to be finished in October?
   a. Put up posters and run TV commercials
   b. Election day
   c. Pass out leaflets and run TV commercials
   d. Put up posters and pass out leaflets

46. Which of the activities seems out of order?
   a. Pass out leaflets
   b. Collect money donations
   c. Run TV commercials
   d. Election day

47. If you could change the sequence, which activity would you put first?
   a. Put up posters
   b. Run TV commercials
   c. Pass out leaflets
   d. Collect money donations
48. Sally's sister says the TV commercials should run until 2 days before the election. What should be the completion date for the TV commercials?
   a. October 31
   b. November 4
   c. December 3
   d. November 1

49. Sally's mother says an important activity needs to be added. Volunteers need to be found to put up posters and pass out leaflets. Where would "recruiting volunteers" be listed in the schedule?
   a. After "pass out leaflets"
   b. Before "put up posters"
   c. After "election day"
   d. After "put up posters"

50. Sally has just been told that posters should be up three weeks before leaflets are passed out (so people will be familiar with her name and read the leaflet). If the leaflets are passed out on October 1 as planned, what should be the new date for putting up posters?
   a. September 10
   b. August 25
   c. September 3
   d. October 30
Look at the Gantt chart above. It shows a plan for constructing an office building.

Answer the following questions about the plan.

51. Which activity will be completed first?
   a. Paint and decorate
   b. Install electrical wiring and plumbing
   c. Complete the foundation
   d. Finish the interior trim

52. Which activity will be completed last?
   a. Paint and decorate
   b. Finish the interior trim
   c. Build walls
   d. Install electrical wiring and plumbing work

53. Which of the following activities overlap?
   a. Complete the foundation, and build walls
   b. Build walls, and install electrical wiring and plumbing
   c. Build walls, and paint and decorate
   d. Finish interior trim, and paint and decorate
54. Which of the following statements is true?
   a. The walls must be completely built before the electrical and plumbing work can begin.
   b. The electrical and plumbing is begun at the same time as the interior trim is worked on.
   c. The walls can't be built until the electrical and plumbing work is done.
   d. The electrical and plumbing work can start when the walls are partly done.

55. Which activity takes the least time?
   a. Paint and decorate
   b. Complete the foundation
   c. Finish the interior trim
   d. Build the walls

56. Which activity takes the most time?
   a. Build the walls
   b. Complete the foundation
   c. Install electrical wiring and plumbing
   d. Finish the interior trim

57. What are the dates for installing the electrical wiring and plumbing?
   a. Mid-February to early March
   b. Mid-March to late March
   c. Mid-February to late April
   d. Mid-February to late March

58. Another activity is to put the roof on. When should this activity take place?
   a. Before "build walls"
   b. After "build walls"
   c. Before "complete the foundation"
   d. After "paint and decorate"
**Skill Area #5: Anticipate Problems**

To anticipate a problem means to plan ahead for something that could happen. You want to be prepared if problems should arise. They can slow down or even stop your plans. Without a crystal ball, you cannot anticipate all problems. Problems can arise no matter how carefully you plan. But you can do some things to be prepared for them.

First, think about what might change and affect your plans. Look for things that might really happen (not flying saucers kidnapping you). Here are some examples:

- Changes in the weather
- People becoming ill
- Stores being out of stock on the items you need
- Traffic jams

Identify what to do if these problems occur. Often it helps to plan substitutes. A substitute is something that can take the place of what you had planned.

Here are some examples of substitutes:

- Activities that you could do inside if the weather is bad
- Persons who can take the place of someone who is sick
- Other stores you can go to if the items you need are not in stock at your regular stores

You can write the substitutes down in your plan. Even if you don't have a written plan, you can arrange for substitutes ahead of time.

Next, think about areas where you need some information. Here are some examples:

- You need to buy supplies 9 months from now. The prices may go up or down. You don't know what the prices will be.
- Your sister is having a baby. You must buy a gift. You don't know whether the baby will be a boy or a girl.
- You need to order ahead for a party. You don't know exactly how many people are coming.
Skill Check
Skill Area #5: Anticipate Problems

For each of the situations, select the statement that identifies a problem that could occur.

59. Sarah Ruiz plans to plant 150 acres of corn the second week of May. What could be a problem?
   a. The size of the field
   b. Baseball games
   c. Rainy weather
   d. An injury to her horse

60. The football coach looks forward to a winning season. His star player can pass and run very well. What could be a problem?
   a. Fans in the stadium
   b. An injury to the star player
   c. The basketball season
   d. A late summer

61. The Ajax Company has a new computer system. The company is not sure whether all employees have learned the system. What could be a problem?
   a. Some employees may injure themselves.
   b. The computer could explode
   c. The company will go out of business
   d. Some employees will make mistakes because they don't know the system

62. Jack needs to decide whether to buy a car now or wait until next year. What could be a problem?
   a. The price of the car might go up next year
   b. The weather next year
   c. The size of the road
   d. The car company may go out of business.

63. Someone has made an offer to buy Juan's house if it passes termite inspection. What could be a problem?
   a. The inspector finds no pests
   b. The buyer changes his mind
   c. The inspector finds termite damage
   d. Juan's insurance agent quits

64. Joan plans to drive to the airport in ½ hour, in time to catch her flight. What could be a problem?
   a. Joan is fearful of flying
   b. An accident blocks the road to the airport
   c. The size of the runway
   d. Joan owns a digital watch
For each of the following situations, select an action that will help prevent the problem.

65. Patty is afraid that rainy weather will delay her project of building a concrete patio next month. What can she do?
   a. Call the National Weather Service
   b. Move to a house near the desert. There will be no rain there.
   c. Cover the yard with a giant cover.
   d. Start the project a few days early. If it rains for several days, she can catch up.

66. The coach is worried because his star player has a weak ankle. What can he do?
   a. Keep the star player out of all games.
   b. Go back to school for a medical degree.
   c. Go to California for a week.
   d. Work hard with the substitute players to build their skills. Let them have some playing time.

67. The class reunion committee has reserved a huge room for the reunion. The committee must pay for the room. They are worried about what they would do if only a few people come to the reunion. What can they do?
   a. Cancel the reunion. Try again in 10 more years.
   b. Reserve a flight out of the country in case the reunion bombs.
   c. Make people pay in advance. That way they will know how many people will attend and how much money to expect.
   d. Pay for the room in advance.

68. The Ajax Company president is worried that employees are not skilled in using the new computers. What can she do?
   a. Offer counseling.
   b. Provide a computer-training program.
   c. Replace the employees.
   d. Sell the computers.

69. Carla wants to go to the company picnic at Deep Woods. She is worried because she may get poison ivy. What can she do?
   a. Wear light clothing.
   b. Stay out of the woods where the poison ivy grows.
   c. Go to the picnic late.
   d. Buy bug repellent.

70. Harry wants to exchange a shirt for a larger size. He is worried that the store may not have it in a larger size. What can he do?
   a. Call ahead to ask if the store has the larger size (and if they can hold it for him).
   b. Hope that the shirt stretches.
   c. Give the shirt to his son.
   d. Buy a shirt made of a different material.
71. Jim wants to go on a long vacation. He's worried because his car is old. What can he do?
   a. Put a pair of roller skates in the trunk.
   b. Take a mechanic along with him.
   c. Rent another car or take an airplane.
   d. Make sure he has a spare tire.

72. Susie is hosting a party. She isn't sure how many people will come. There could be as few as 10 or as many as 20. How much food should she order?
   a. Enough for 20, so no one will go hungry
   b. Only enough for 10, so food won't be wasted
   c. None. She should wait until everyone comes, count them, and then order the food
   d. Enough for 40, since her friends all like to eat

Now select your area of work and then turn to the appropriate page for “Let’s Apply to Your Workplace” questions:
   Nursing Assistant ---------------------- Page 275 - 284
   Dietary Services ----------------------- Page 285 - 294
   Environmental Services ---------------- Page 295 - 304
Let’s Apply To Nurse Assistant
Problem Solving - Lesson 3 of 5

Skill Area #1: Identify Activities

As Nurse Assistants you will often need the skill of identifying activities. This could also be referred to as the ability to know what tasks need to be done to accomplish a given set of outcomes or goals. In the following exercises you will be given a desired outcome and you will need to choose the activities that best help accomplish the goal.

1. You are assigned to monitor the nursing station medical supplies on an hourly basis. Which of the following would be the best method to accomplish this task?
   a. Set an alarm on an hourly basis
   b. Don’t worry about completing the task
   c. Ask someone in the nursing station area to record the information for you
   d. Check it as often as you have time, but don’t worry with hourly checks

2. You have 20 tasks that need to be completed before your shift ends. Which of the following would be the best method to accomplish these tasks?
   a. Give a “to do” listing to a coworker and let them complete the tasks
   b. Don’t worry about completing the tasks
   c. Make a priority “to do” listing and cross through each completed task
   d. Complete one or two tasks and report all tasks completed

3. While unloading medical supplies off the delivery truck, you discover that a case of sterile gloves has several packs missing. You are responsible for ensuring that the truck deliveries are accounted for. You should:
   a. Don’t worry about a few packs of gloves
   b. Ask the truck driver to bring them on the next shipment
   c. Do not accept any of the truck delivery
   d. Record the missing packs on the invoice and tell the driver

4. You are assigned the responsibility of on-the-job (OJT) training of a new employee. One task that you must demonstrate is the proper operation of the portable scale used to weigh the residents who can not get out of their beds. You must:
   a. Let the employee work alone
   b. Ensure you understand how to operate the machine yourself
   c. Assign the employee OJT on tasks you feel necessary
   d. Tell the employee to read “the book” and “go for it”
5. You need to take vitals of the residents on your wing. Of the following selections, you must have:
   a. An assistant
   b. An apron
   c. A stethoscope
   d. A hairnet
Skill Area #2: Sequence Activities

A Nurse Assistant must be a good planner. Careful planning helps ensure that procedures are carried out in an efficient manner. Nurse Assistants work as part of a team. They coordinate their activities with other workers by identifying required activities, sequencing those activities and identifying the needed materials to complete the wide variety of assigned tasks.

Nurse Assistants must identify and prioritize the activities that must be done. Nurse Assistants may have to sequence activities, i.e., decide which activity must happen first and which ones may happen later.

This list of activities for resident morning care is arranged in no special order.
- Comb resident’s hair
- Assist resident out of bed
- Assist resident to bathroom if necessary
- Assist resident as necessary with getting dressed
- Wash resident’s hands and face
- Assist female residents with putting on makeup
- Assist resident with brushing teeth and oral care
- Assist male residents with shaving

Answer the following questions about sequencing the tasks.

6. Which activities would happen at about the same time?
   a. Assist resident as necessary with getting dressed and assist resident with brushing teeth and oral care
   b. Assist resident as necessary with getting dressed and assist male residents with shaving
   c. Assist resident out of bed and assist female residents with putting on makeup
   d. Wash resident’s hands and face and assist resident with brushing teeth and oral care

7. Which activity, if not accomplished, would cause the resident to not be able to go to the dining area for breakfast?
   a. Assist female residents with putting on makeup
   b. Assist resident as necessary with getting dressed
   c. Assist male residents with shaving
   d. Comb resident’s hair

8. Which of these activities would occur last?
   a. Assist resident out of bed
   b. Wash resident’s hands and face
   c. Assist resident as necessary with getting dressed
   d. Comb resident’s hair
9. Which of these activities would not require the use of an instrument?
   a. Assist resident out of bed
   b. Assist resident with brushing teeth and oral care
   c. Comb resident’s hair
   d. Assist male residents with shaving

10. Which activity must take place first in order for the resident to go to the dining area for breakfast?
    a. Comb resident’s hair
    b. Assist resident as necessary with getting dressed
    c. Assist resident out of bed
    d. Wash resident’s hands and face
Skill Area #3: Identify Resources

Nurse Assistants must also identify necessary resources. Resources include things that are needed to get the job done such as sterile supplies, and tools and instruments used to taking vital signs and caring for the residents needs. The ability to determine which materials are needed to accomplish a task is essential to meeting established procedures and quality standards.

Answer the following questions about materials needed to take a resident’s vital signs:

11. Which of the following is a resource used for this task?
   a. blood pressure
   b. stethoscope
   c. pulse rate
   d. metric system

12. Which of the following items is a physical resource material needed to accomplish the task of taking a resident’s temperature?
   a. metric system
   b. Fahrenheit
   c. degree
   d. thermometer

13. Which is the most important material for giving oral care to a resident?
   a. hair brush and comb
   b. soap and a wash cloth
   c. tooth brush and toothpaste
   d. warm water and a towel

14. Which of the following is not considered a resource material?
   a. stethoscope
   b. blood pressure cuff
   c. thermometer
   d. pulse rate

15. Which of the following answers does not include or name a resource material?
   a. read blood pressure gauge
   b. measure pulse rate using a watch with a second hand
   c. measure using metric system
   d. take resident’s temperature using a thermometer
**Skill Area #4: Prepare a Plan**

As a Nurse Assistant you will not need to prepare a written plan for every project, but if the project involves several people, has many activities to complete, will last a long time, or will require spending large amounts of money you should prepare a written plan.

Look at the plan for conducting a vision screening day at your facility.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Complete By</th>
<th>Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact Dr. Seegood to determine available dates</td>
<td>January 15</td>
<td>Susie</td>
</tr>
<tr>
<td>Choose date for screening</td>
<td>January 20</td>
<td>Ms. Smith</td>
</tr>
<tr>
<td>Determine room to be used for screening</td>
<td>January 22</td>
<td>Ms. Smith</td>
</tr>
<tr>
<td>Post flyers describing screening on bulletin boards</td>
<td>January 24</td>
<td>Ginny</td>
</tr>
<tr>
<td>Sign up interested residents</td>
<td>January 30</td>
<td>Susie</td>
</tr>
<tr>
<td>Set up screening equipment</td>
<td>January 30</td>
<td>Ron</td>
</tr>
<tr>
<td>Conduct vision screening</td>
<td>January 31</td>
<td>Dr. Seegood</td>
</tr>
<tr>
<td>Remove screening equipment</td>
<td>February 1</td>
<td>Ron</td>
</tr>
<tr>
<td>Report results to residents</td>
<td>February 5</td>
<td>Ms. Smith</td>
</tr>
</tbody>
</table>

16. According to the above plan, who is responsible for determining when the vision screening will take place?
   - a. Susie
   - b. Ms. Smith
   - c. Ginny
   - d. Ron

17. When will the screening equipment be set up?
   - a. January 30
   - b. January 31
   - c. February 1
   - d. February 5

18. According to the above plan, who is responsible for determining where the vision screening will take place?
   - a. Susie
   - b. Ms. Smith
   - c. Ginny
   - d. Ron
19. Which of the following are scheduled to be complete at the same time?
   a. Sign up interested residents and set up screening equipment
   b. Set up screening equipment and conduct vision screening
   c. Sign up interested residents and conduct vision screening
   d. Contact Dr. Seegood to determine available dates and choose date for screening

20. Which of these tasks are scheduled to be completed by January 27?
   a. Sign up interested residents and set up screening equipment
   b. Set up screening equipment and conduct vision screening
   c. Sign up interested residents and conduct vision screening
   d. Contact Dr. Seegood to determine available dates and choose date for screening
Skill Area #5: Anticipate Problems

As a Nurse Assistant, you need to understand the skill of anticipating problems. The skill of anticipating problems is that of being able to integrate the previous skill of identifying resources and determining what the consequences of those activities may be. This prediction could either be a positive or negative outcome. In the following exercises you should determine the most likely outcomes.

21. As a Nurse Assistant you often work using the team concept. Imagine you have noticed that when your team takes a break one member always spends an excessive amount of time before returning to the work area.
   a. This will not have an effect on you because you always do your job
   b. Ensure you always cover for this person because you are teammates
   c. Don't worry about it.
   d. Eventually this person's performance will reflect badly on the team

22. In the situation identified in question one (21) above, if the team member who spends more time on break than authorized is allowed to continue, the most likely outcome will be:
   a. The team member who spends more time on break than authorized will lose the respect of the other team members
   b. The other team members will resent carrying the load
   c. Both a and b
   d. No problem because team concept covers for members

23. You receive new resident information daily. There are six (6) days of information sheets that have not been filed and have been tossed loosely on a desk in the rear of the workstation. Why would this be a problem?
   a. Don't worry about it - it is not a problem
   b. You may not have the latest information on each resident's chart
   c. This could cause you to form sloppy habits
   d. It takes too long to find a particular resident’s information
24. While preparing a sterile dressing for one of the residents, you notice that the seal on the door of the cabinet where the sterile supplies are stored is coming loose. Why would this be a problem?
   a. Management may see it and punish you thinking that you broke it
   b. This is the supervisor's problem – not yours
   c. The loose seal may allow the supplies inside the cabinet to become contaminated
   d. Maintenance will write it up during their next inspection

25. You and a coworker are responsible for all of the residents on the 2nd floor during night shift. The coworker has called in saying that she is sick and will not be at work. Why should you notify the in-charge nurse for your floor to call someone else in to help?
   a. Another team may have to work overtime
   b. To demonstrate your authority and leadership
   c. To ensure that all residents get their required attention
   d. To impress your supervisor
Let’s Apply To Dietary Services
Problem Solving - Lesson 3 of 5

Skill Area #1: Identify Activities

As Dietary Services workers you will often need the skill of identifying activities. This could also be referred to as the ability to know what tasks need to be done to accomplish a given set of outcomes or goals. In the following exercises you will be given a desired outcome and you will need to choose the activities that best help accomplish the goal.

1. You are assigned to monitor the dining room coolers/refrigerators on an hourly basis. Which of the following would be the best method to accomplish this task?
   a. Set an alarm on an hourly basis
   b. Don't worry about completing the tasks
   c. Ask someone in the dining area to record the temperature for you
   d. Check it as often as you have time, but don't worry with hourly checks

2. You have 20 tasks that need to be completed before your shift ends. Which of the following would be the best method to accomplish these tasks?
   a. Give a “to do” listing to a coworker and let them complete the tasks
   b. Don't worry about completing the tasks
   c. Make a priority “to do” listing and cross through each completed task
   d. Complete one or two tasks and report all tasks completed

3. While unloading supplies off the delivery truck, you discover that a case of canned fruit has some cans missing. You are responsible for ensuring that the truck deliveries are accounted for. You should:
   a. Don't worry about a few cans of missing fruit
   b. Ask the truck driver to bring them on the next shipment
   c. Do not accept any of the truck delivery
   d. Record the missing cans on the invoice and tell the driver

4. You are assigned on-the-job (OJT) training of a new employee. One task that you must demonstrate is the proper operation of the dish machine. You must:
   a. Let the employee work alone
   b. Ensure you understand how to operate the machine yourself
   c. Assign the employee OJT on tasks you feel necessary
   d. Tell the employee to read “the book” and “go for it”
5. You need to prepare turkey for the dinner meal. Of the following selections, you must have:
   a. An assistant
   b. An apron
   c. A working oven
   d. A turkey
Skill Area #2: Sequence Activities

Dietary Services workers must be good planners. Careful planning helps ensure that procedures are carried out in an efficient manner. Dietary Services workers work in teams. They coordinate their activities with other workers by identifying required activities, sequencing those activities and identifying the needed materials to complete the wide variety of assigned tasks.

The following list of sub-tasks associated with serving breakfast is in no particular order. For the following questions, we will assume that these are the only tasks associated with serving breakfast.

- Remove utensils from food
- Get menu cards from menu book location
- Gather utensils from kitchen
- Record food temperatures in log book
- Put on hair net and wash hands
- Serve food on trays according to menu cards
- Place lids on food containers
- Write substitute menus on menu board and in log book
- Take food temperatures
- Gather cold cereal and place on serving line
- Review menu book for utensil sizes
- Prepare test tray as required

Answer the following questions about sequencing the tasks.
6. Which actions would happen at about the same time?
   a. Gather cold cereal and place on serving line and review menu book for utensil sizes
   b. Serve food on trays according to menu cards and review menu book for utensil sizes
   c. Take food temperatures and record food temperatures in log book
   d. Place lids on food containers and put on hair net and wash hands

7. Which task, if not accomplished, would cause the residents to not have their meal served?
   a. Take food temperatures
   b. Serve food on trays according to menu cards
   c. Write substitute menus on menu board and in logbook
   d. Prepare test tray as required

8. Which of these tasks would occur last?
   a. Gather cold cereal and place on serving line
   b. Put on hair net and wash hands
   c. Serve food on trays according to menu cards
   d. Prepare test tray as required

9. Which of these tasks would not take place on the food serving line?
   a. Take food temperatures
   b. Put on hair net and wash hands
   c. Serve food on trays according to menu cards
   d. Prepare test tray as required

10. Which task must take place first in order to properly serve the meal?
    a. Take food temperatures
    b. Gather cold cereal and place on serving line
    c. Put on hair net and wash hands
    d. Place lids on food containers
Skill Area #3: Identify Resources

Dietary Services workers must also identify necessary resources. Resources include things that are needed to get the job done such as cooking and baking supplies, and cooking tools or equipment. The ability to determine which materials are needed to accomplish a task is essential to meeting established procedures and quality standards.

Answer the following questions about resources needed to complete dietary tasks:

11. What type of resource is used to bake and ice three sheet cakes for the evening meal?
   a. pot scrubbing machine
   b. baking oven
   c. vegetable washing sink
   d. bread pans

12. Which of the following items are physical resource materials needed to accomplish the task of making coffee for breakfast?
   a. range and stew pot
   b. cups and spoons
   c. sugar and cream
   d. coffee, cold water and filter papers

13. Which is the most important material for cleaning cooking utensils?
   a. mop
   b. hot water
   c. bleach
   d. wet floor sign

14. Which of the following is not considered a resource material for mixing and baking a sheet cake?
   a. oven
   b. mixer
   c. decorating equipment
   d. sheet pan

15. Which of the following answers does not include or name a resource material?
   a. sheet pan
   b. mixer
   c. flour
   d. visually inspect cake
Skill Area #4: Prepare a Plan

As a Dietary Services worker you will not need to prepare a written plan for every project, but if the project involves several people, has many activities to complete, will last a long time, or will require spending large amounts of money you should prepare a written plan.

Look at the plan for having a birthday party for Alice, one of the residents at your facility who will be 100 years old next month.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Complete By</th>
<th>Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>Send invitations to Alice's relatives and friends</td>
<td>January 15</td>
<td>Monet</td>
</tr>
<tr>
<td>Determine room to be used for the party</td>
<td>January 22</td>
<td>Ms. Jones</td>
</tr>
<tr>
<td>Post flyers on bulletin boards inviting all residents</td>
<td>January 24</td>
<td>Judy</td>
</tr>
<tr>
<td>Check with Alice to determine which flavor cake she wants</td>
<td>January 28</td>
<td>Angela</td>
</tr>
<tr>
<td>Bake birthday cake</td>
<td>January 30</td>
<td>Angela</td>
</tr>
<tr>
<td>Set up tables and chairs</td>
<td>January 30</td>
<td>Gordon</td>
</tr>
<tr>
<td>Make drink mix punch</td>
<td>January 31</td>
<td>Aron</td>
</tr>
<tr>
<td>Have birthday party</td>
<td>January 31</td>
<td>Ms. Jones</td>
</tr>
<tr>
<td>Remove tables and chairs</td>
<td>February 1</td>
<td>Gordon</td>
</tr>
<tr>
<td>Assist Alice with sending “Thank You” notes for gifts</td>
<td>February 5</td>
<td>Monet</td>
</tr>
</tbody>
</table>

16. According to the above plan, who is responsible for determining which flavor cake Alice wants?
   a. Angela
   b. Ms. Jones
   c. Judy
   d. Gordon

17. When will the tables and chairs be set up?
   a. January 30
   b. January 31
   c. February 1
   d. February 5
18. According to the above plan, who is responsible for determining where birthday party will take place?
   a. Angela
   b. Ms. Jones
   c. Judy
   d. Gordon

19. Which of the following are scheduled to be complete at the same time?
   a. Bake birthday cake and set up tables and chairs
   b. Have birthday party and remove tables and chairs
   c. Determine room to be used for the party and post flyers on bulletin boards inviting all residents
   d. Bake birthday cake and make drink mix punch

20. Which of these tasks are scheduled to be completed by January 27?
   a. Send invitations to Alice's relatives and friends and set up tables and chairs
   b. Determine room to be used for the party and post flyers on bulletin boards inviting all residents
   c. Post flyers on bulletin boards inviting all residents and check with Alice to determine which flavor cake she wants
   d. Set up tables and chairs and have birthday party
**Skill Area #5: Anticipate Problems**

As a Dietary Service worker, you need to understand the skill of anticipating problems. The skill of anticipating problems is that of being able to integrate the previous skill of identifying activities and determine what the consequences of those activities may be. This prediction could either be a positive or negative outcome. In the following exercises you should determine the most likely outcomes.

21. As a Dietary Service worker you often work in a team concept. You have noticed that when your team takes a break one member always spends an excessive amount of time before returning to the work area.
   a. This will not have an effect on you because you always do your job
   b. Ensure you always cover for this person because you are teammates
   c. Don't worry about it
   d. Eventually this person’s performance will reflect badly on the team

22. In the situation identified in question twenty-one (21.) above, if the team member who spends more time on break than authorized is allowed to continue, the most likely outcome will be:
   a. The team member who spends more time on break than authorized will lose the respect of the other team members
   b. The other team members will resent carrying the load
   c. Both a and b
   d. No problem because team concept covers for members

23. You receive new recipe cards monthly. There are six (6) months of cards that have not been filed and have been tossed loosely on a table in the rear of the kitchen. Why would this be a problem?
   a. Don't worry about it - it is not a problem
   b. You may cause a paper shortage
   c. This could cause you to form sloppy habits
   d. It takes too long to find a particular recipe

24. While preparing a meal you notice a piece of oven liner is starting to come loose. Why would this be a problem?
   a. Management may see it and punish you thinking that you broke it
   b. This is the supervisor's problem - not yours
   c. The liner could fall into the food you are cooking
   d. Maintenance will write it up during their next inspection
25. You are responsible for preparing meals during this weekend shift. One of your staff is off sick and will not be at work. Why should you call someone else in to help?
   a. Another team may have to work overtime
   b. To demonstrate your authority and leadership
   c. To ensure that all residents get their required meals
   d. To impress your supervisor
Let’s Apply To Environmental Services
Problem Solving - Lesson 3 of 5

Skill Area #1: Identify Activities

As Environmental Services workers you will often need the skill of identifying activities. This could also be referred to as the ability to know what tasks need to be done to accomplish a given set of outcomes or goals. In the following exercises you will be given a desired outcome and you will need to choose the activities that best help accomplish the goal.

1. You are assigned to monitor the main air conditioning unit and record the operating pressure on an hourly basis. Which of the following would be the best method to accomplish this task?
   a. Set an alarm on an hourly basis
   b. Don’t worry about completing the tasks
   c. Ask someone in the maintenance area to record the temperature for you
   d. Check it as often as you have time, but don’t worry with hourly checks

2. You have 20 tasks that need to be completed before your shift ends. Which of the following would be the best method to accomplish these tasks?
   a. Give a “to do” listing to a coworker and let them complete the tasks
   b. Don’t worry about completing the tasks
   c. Make a priority “to do” listing and cross through each completed task
   d. Complete one or two tasks and report all tasks completed

3. While unloading cleaning supplies off the delivery truck, you discover that a case of spray disinfectant has some cans missing. You are responsible for ensuring that the truck deliveries are accounted for. You should:
   a. Don’t worry about a few cans of missing disinfectant
   b. Ask the truck driver to bring them on the next shipment
   c. Do not accept any of the truck delivery
   d. Record the missing cans on the invoice and tell the driver
4. You are assigned the responsibility of conducting on-the-job (OJT) training of a new employee. One task that you must demonstrate is the proper operation of the floor-polishing machine. You must:
   a. Let the employee work alone
   b. Ensure you understand how to operate the machine yourself
   c. Assign the employee OJT on tasks you feel necessary
   d. Tell the employee to read “the book” and “go for it”

5. You need to strip and wax the dining room floor. Of the following selections, you must have:
   a. An assistant
   b. Gloves
   c. A floor scrubber
   d. A work table
Skill Area #2: Sequence Activities

Environmental Services workers must be good planners. Careful planning helps ensure that procedures are carried out in an efficient manner. Environmental Services workers work as a team. They coordinate their activities with other workers by identifying required activities, sequencing those activities and identifying the needed materials to complete the wide variety of assigned tasks.

Environmental Service workers must identify and prioritize the activities that must be done. Environmental Service workers may have to sequence activities, i.e., decide which activity must happen first and which ones may happen later.

This list of activities for handling soiled laundry is arranged in no special order.

- a. bring to laundry area
- b. remove rubber gloves
- c. return emptied soiled-linen cart to floor
- d. wash hands from wrist down
- e. empty soiled linen to dirty linen cart
- f. put on rubber gloves
- g. gather soiled linens
Answer the following questions about sequencing the tasks.

6. Which actions would happen at about the same time?
   a. gather soiled linens and remove rubber gloves
   b. bring soiled linens to laundry room area and wash hands
   c. empty soiled linens into dirty linen cart and return emptied cart to floor
   d. remove rubber gloves and wash hands

7. Which task, if not accomplished, would cause the laundry room not to receive the soiled laundry?
   a. wash hands from wrist down
   b. gather soiled linens
   c. put on rubber gloves
   d. empty soiled linen into dirty linen

8. Which of these tasks would occur last?
   a. put on rubber gloves
   b. gather soiled linens
   c. bring laundry to laundry area
   d. wash hands from wrist down

9. Which of these tasks would not require the use of a linen cart?
   a. bring laundry to linen area
   b. empty soiled linen into dirty linen cart
   c. remove rubber gloves
   d. return emptied soiled linen cart to floor

10. Which task must take place first in order to transport the soiled linens to the laundry area?
    a. gather soiled linens
    b. remove rubber gloves
    c. return emptied cart to floor
    d. wash hands from wrist down
Skill Area #3: Identify Resources

Environmental Services workers must also identify necessary resources. Resources include things that are needed to get the job done such as cleaning supplies, and cleaning tools or equipment. The ability to determine which materials are needed to accomplish a task is essential to meeting established procedures and quality standards.

Answer the following questions about materials needed to strip and wax floors:

11. What type of machine is used for this task?
   a. carpet vacuum cleaner
   b. stripping machine
   c. tiling machine
   d. corner edging machine

12. Which of the following items are physical resource materials needed to accomplish the task of stripping and waxing a floor?
   a. buckets and mops
   b. paper and pen
   c. broom and dustpan
   d. garden hose and sprayer

13. Which is the most important material for removing the wax?
   a. mop
   b. wax
   c. stripper
   d. wet floor sign

14. Which of the following is not considered a resource material?
   a. wax
   b. supply closet
   c. stripper
   d. stripping machine

15. Which of the following answers does not include or name a resource material?
   a. apply stripper
   b. clean mop
   c. display signs
   d. visually inspect floor
**Skill Area #4: Prepare a Plan**

As an Environmental Services worker you will not need to prepare a written plan for every project, but if the project involves several people, has many activities to complete, will last a long time, or will require spending large amounts of money you should prepare a written plan.

Look at the plan for housekeeping and dietary activities at your facility that are to be completed in conjunction with an open house scheduled for next month.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Complete By</th>
<th>Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strip and re-wax all resident’s rooms floors</td>
<td>January 15</td>
<td>Alex</td>
</tr>
<tr>
<td>Strip and re-wax all hallways</td>
<td>January 22</td>
<td>Hector</td>
</tr>
<tr>
<td>Strip and re-wax floor in residents lounge and dining area</td>
<td>January 24</td>
<td>Alex</td>
</tr>
<tr>
<td>Make list of different cookies to bake and check supplies</td>
<td>January 28</td>
<td>Rosa</td>
</tr>
<tr>
<td>Bake cookies</td>
<td>January 30</td>
<td>Rosa</td>
</tr>
<tr>
<td>Buff floor in hallways, lounge and dining area</td>
<td>January 30</td>
<td>Hector</td>
</tr>
<tr>
<td>Make drink mix punch</td>
<td>January 31</td>
<td>Beth</td>
</tr>
<tr>
<td>Host open house</td>
<td>January 31</td>
<td>All staff</td>
</tr>
<tr>
<td>Clean up and buff floors in hallways</td>
<td>February 1</td>
<td>Hector</td>
</tr>
<tr>
<td>Send literature packet to all visitors who requested information</td>
<td>February 5</td>
<td>Ms. Anderson</td>
</tr>
</tbody>
</table>

16. According to the above plan, who is responsible for making a list of different cookies to bake and checking supplies?
   a. Rosa
   b. Ms. Anderson
   c. Beth
   d. Hector

17. When will literature packets be sent out to all visitors who requested information?
   a. January 30
   b. January 31
   c. February 1
   d. February 5
18. According to the above plan, who is responsible for stripping and re-waxing the floors in all of the resident's rooms?
   a. Hector
   b. Ms. Anderson
   c. Alex
   d. Rosa

19. Which of the following are scheduled to be complete at the same time?
   a. Bake cookies and make drink mix punch
   b. Strip and re-wax all hallways and strip and re-wax floor in residents lounge and dining area
   c. Make drink mix punch and host open house
   d. Host open house and clean up and buff floors in hallways

20. Which of these tasks are scheduled to be completed by January 27?
   a. Host open house and clean up and buff floors in hallways
   b. Make drink mix punch and host open house
   c. Strip and re-wax all hallways and strip and re-wax floor in residents lounge and dining area
   d. Bake cookies and make drink mix punch
**Skill Area #5: Anticipate Problems**

As an Environmental Services worker, you need to understand the skill of anticipating problems. The skill of anticipating problems is that of being able to integrate the previous skill of identifying activities and determine what the consequences of those activities may be. This prediction could either be a positive or negative outcome. In the following exercises you should determine the most likely outcomes.

21. As an Environmental Services worker you often work as part of a team. Imagine you have noticed that when your team takes a break one member always spends an excessive amount of time before returning to the work area.
   a. This will not have an effect on you because you always do your job
   b. Ensure you always cover for this person because you are teammates
   c. Don't worry about it
   d. Eventually this person's performance will reflect badly on the team

22. In the situation identified in question one (21) above, if the team member who spends more time on break than authorized is allowed to continue, the mostly likely outcome will be:
   a. The team member who spends more time on break than authorized will lose the respect of the other team members
   b. The other team members will resent carrying the load
   c. Both a and b
   d. No problem because team concept covers for members

23. You receive new Material Safety Data Sheets (MSDS) monthly. There are six (6) months of sheets that have not been filed and have been tossed loosely on a table in the rear of the maintenance office. Why would this be a problem?
   a. Don't worry about it - it is not a problem
   b. You may cause a paper shortage
   c. This could cause you to form sloppy habits
   d. It takes too long to find a particular sheet when it is needed

24. While cleaning the fixtures in one of the resident’s bathrooms, you notice a that the handle for the hot water valve on the sink is starting to come loose. Why would this be a problem?
   a. Management may see it and punish you thinking that you broke it
   b. This is the supervisor's problem - not yours
   c. The handle could come off and cause the resident to get burned with hot water
   d. Maintenance will write it up during there next inspection
25. You and a coworker are responsible for doing all of the laundry this week. On Monday you find out that your coworker has called in sick and will not be at work. Why should you notify your supervisor to call someone else in to help?
   a. Another team may have to work overtime
   b. To demonstrate your authority and leadership
   c. To ensure that all residents get their required clean laundry
   d. To impress your supervisor