

		Staff, HOD and facility managers' experience of which strategies have been more successful and thinking around why	Experience and reflection	Know-why Know-when
	How can programme quality be improved?	Further skill development needed by the clinician	Interaction with staff and HODs	Know-about Know-why
		Checks and supports that can be put into place	Observations	Know-about Know-why
	How can the routine data be corrected?	Who is doing what wrong in what process	Interaction with staff and HODs Observations	Know-about Know-why
		How to combine the strengths of the team under different conditions (service delivery demands and configurations of staff on duty)	Experience	Know-how and know-when
Planned and unplanned leave	Whether to give permission for unplanned leave	Personal information offered by staff member explaining why they need unplanned leave	Interaction with staff member	Know-about
			Z1 application form	
	Whether to categorise leave request as paid or unpaid	Whether permission was granted for unplanned leave	Interaction with line manager	Know-about
		Whether sufficient leave entitlements in that category remain for the leave cycle	HRIS Back to work interview Staff leave profile form	Formal information
		How to check that leave entitlements are up-to-date in HRIS	Experience	Know-how
	Whether individual leave usage suggests excessive use or abuse	Personal information about staff member's health and family circumstances	Interactions with staff member	Know-about
		Patterns of leave usage	Leave profile form	Formal information
		How to interpret patterns of leave pattern usage	Experience Sharing experience in a discussion	Know-how
How to manage individual staff	Personal information about staff member and their behaviour	Back-to-work notes	Formal information	

members effectively to reduce unplanned leave	under particular conditions	Counselling and disciplinary notes	
Whether there is excessive use of unplanned leave at facility or department level	Unplanned leave per department or facility	HRIS	Formal information
How to manage individual staff members effectively to reduce unplanned leave	How to conduct counselling in a supportive and corrective way What practices are acceptable in organisational culture	Experience	Know-how
		Experience	Know-about
How to manage the collective staff to reduce unplanned leave	How to work within or how to challenge the organisational culture and practices	Experience	Know-how
Leave scheduling	Previous leave history of staff Personal circumstances of staff	Staff meeting Informal discussions in response to individuals filling in the leave schedule form	Local know-about
	How to be fair in scheduling	Experience	Know-how
Whether to recommend (City) or authorise (MDHS) leave	Service requirements	Experience	Know-about
	Other leave anticipated (training, vacation or likely to be sick)	Training schedule Annual vacation schedule	Formal information
		Interactions with staff and HODs	Know-about
	Personal circumstances of staff	Interactions with staff and HODs	Know-about
Developing contingency plans (MDHS only)	State of staff morale and how it will be affected	Observation Interactions with staff and HODs	Know-about Know-why
	Reasons for leave not being well managed	Experience of how the system operates Interactions with staff and HODs	Know-why

		How to work around the sub structure stipulations while ensuring adequate oversight at facility level	HOD meeting Discussion with sub structure	Know-how
Planning staff training on the Workplace skills plan		Staff members' personal development goals and their course requests,	Interview – may be documented	Know-about
		Service priorities and needs	Policy PDR	Formal information
		Skill gaps in the facility to meet needs	Workplace skills audit	Formal information
		Number of days study leave available	Policy HRIS	Formal information
Whether to release staff to attend unplanned training		Service requirements	Experience	Know-about
		Other leave anticipated (training, vacation or likely to be sick)	Training schedule Annual vacation schedule	Formal information
			Interactions with staff and HODs	Know-about

