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| Title: | | **Understanding performance management** | | |
| Level: | | **3** | | |
| Credit value: | | **2** | | |
| Unit guided learning hours | | **7** | | |
| Learning outcomes (the learner will) | | | Assessment criteria (the learner can) | |
| 1. Understand the value of assessing performance to meet organisational and individual needs | | | 1.1  1.2 | Describe the value of formal and informal performance assessment in the workplace  Explain the role of the first line manager in performance management |
| 1. Know how to manage performance of individuals in the team | | | 2.1  2.2  2.3  2.4 | Identify ways to ensure fair and objective formal assessment  Explain how to set SMART objectives for a team member  Explain how to set performance standards for a team member  Explain how to measure performance against agreed standards |
| 1. Understand the value of feedback in the workplace | | | 3.1  3.2 | Explain the importance of feedback to improve performance  Describe how to give effective feedback |
| 1. Know how to manage underperformance in the workplace | | | 4.1  4.2  4.3 | Identify potential areas of underperformance in the workplace  Identify causes for failure to meet agreed performance levels  Describe actions to restore performance to acceptable levels |
| **Additional information about the unit** | | |  | |
| Unit purpose and aim(s) | | | To develop knowledge and understanding and be able to manage performance in the workplace as required by a practising or potential first line manager. | |
| Unit review date | | | 31/03/2017 | |
| Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate) | | | Links to Management & Leadership 2008 NOS: D1, D6, D7, D8 | |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) | | |  | |
| Support for the unit from a sector skills council or other appropriate body (if required) | | | Council for Administration (CfA) | |
| Equivalencies agreed for the unit (if required) | | |  | |
| Location of the unit within the subject/sector classification system | | | 15.3 – Business Management | |
| Name of the organisation submitting the unit | | | Institute of Leadership & Management | |
| Availability for use | | |  | |
| **Additional Guidance about the Unit** | | | | |
| **Indicative Content:** | | | | |
| 1 | * First line manager’s responsibility for managing team and individual performance and meeting objectives * The purpose and value of formal and informal performance assessment at work (formal assessment includes performance review/appraisal) * Ways to ensure fair and objective assessment (including objectives and on going monitoring) * Preparations necessary for effective, valid and reliable assessments * Roles and responsibilities of individuals in the performance assessment process * Appropriate assessment records * How to conduct formal appraisals | | | |
| 2 | * The relevance of SMART objectives, and how to set them * How to set performance standards * How to measure performance against agreed standards * A range of methods for measuring performance and how to select the ideal one * Techniques for performance monitoring and evaluation * Range of performance improvement methods available to the manager | | | |
| 3 | * The importance of feedback to improve performance * Principles for giving effective feedback on performance | | | |
| 4 | * Range of performance improvement methods available to the manager (Coaching, training, review of the job role etc) * Causes of poor performance (lack of skills, lack of knowledge, poor motivation, lack of incentives, lack of information etc) | | | |