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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
 | 1.11.2 | Describe the value of formal and informal performance assessment in the workplaceExplain the role of the first line manager in performance management |
| 1. Know how to manage performance of individuals in the team
 | 2.12.22.32.4 | Identify ways to ensure fair and objective formal assessmentExplain how to set SMART objectives for a team memberExplain how to set performance standards for a team memberExplain how to measure performance against agreed standards |
| 1. Understand the value of feedback in the workplace
 | 3.13.2 | Explain the importance of feedback to improve performanceDescribe how to give effective feedback |
| 1. Know how to manage underperformance in the workplace
 | 4.14.24.3 | Identify potential areas of underperformance in the workplaceIdentify causes for failure to meet agreed performance levelsDescribe 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. |
| 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 |
| **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
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| 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
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| 3 | * The importance of feedback to improve performance
* Principles for giving effective feedback on performance
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| 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)
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