

PARTICIPATE IN PERFORMANCE MANAGEMENT

UNIT CODE: BUS/OS/HRM/CR/03/5

Unit Description

This unit specifies the competencies required to coordinate performance management. It includes identifying organizational performance objectives, developing departmental work plan, negotiating performance targets and evidence, reviewing performance, carrying out training needs assessment, implementing productivity improvement methods, undertaking training impact assessment and monitoring changing trends in the market place.

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes that make up workplace function.	These are assessable statements that specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Identify organizational performance objectives	1.1 Familiarize with the organization's objectives 1.2 Deliverable objectives for the performance period are identified and their respective activities 1.3 <i>Resource requirement</i> is identified

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	1.4 Output for each activity, its indicator and the evidence are identified 1.5 Documentation is done
2. Develop departmental work plan	2.1 Deliverable objectives for the performance period are identified and their respective activities are cascaded to the respective departments 2.2 Respective departments prepare their work plans 2.3 Departmental objectives for the performance period are disseminated to individual employees
3. Negotiate performance targets	3.1 Individual employees negotiate their targets and evidence 3.2 Individual employees prepare their work plans
4. Review performance	4.1 <i>Performance appraisal</i> is defined 4.2 <i>Appraisal intervals</i> are determined 4.3 Methods of appraisal are determined

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	4.4 Appraisal is conducted according to organizations procedures 4.5 Correction/performance interventions are initiated
5. Carry out training needs assessment	1.1. Organization objectives are identified according to SOPs 1.2. <i>Functional units</i> within the organization identified according to SOPs. 1.3. Competencies within each function identified according to SOPs. 1.4. Performance appraisal reports reviewed as per the performance appraisal guidelines. 1.5. Gaps in the performance appraisal report identified as per the SOPs 1.6. Training needs assessment report prepared as per the SOPs
6. Implement productivity	6.1 Individual employees whose performance has been

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improvement methods	sanctioned are identified 6.2 Identified employees are put on the performance improvement programmes
7. Undertake training impact assessment	7.1 Training impact assessment objectives are identified according to SOPs 7.2 Familiarise with Training impact assessment tools 7.3 Training impact assessment report prepared as per the SOPs
8. Monitor Changing Trends in the Market Place	8.1 Market segment is identified 8.2 Lead Players in the market segment are identified. 8.3 Familiarize with the scope of organization in the market segment 8.4 <i>Bench mark operations</i> against the lead players in the market 8.5 <i>Market trends</i> are identified and documented 8.6 Report prepared and recommendation given to

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	management

RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range
Resource requirement May include but not limited to:	1.1 Financial 1.2 Human 1.3 Machines 1.4 Equipment
Performance appraisal May include but not limited to:	1.1 Observing employees behaviour at workplace 1.2 Review of documents 1.3 Review of assignments undertaken by the employee
Appraisal intervals May include but not limited to:	1.1 Annually 1.2 Monthly 1.3 Quarterly 1.4 Mid-year

Variable	Range
Functional units May include but not limited to:	1.1 Finance 1.2 Administration 1.3 Human resource 1.4 Supply chain management services 1.5 Accounts 1.6 Sales and marketing
Bench mark operations May include but not limited to:	1.1 Product 1.2 Services 1.3 Processes 1.4 Methods
Market trends May include but not limited to:	1.1 Consumer behaviour 1.2 Investment opportunities 1.3 Segments

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Observation
- Negotiation
- Analytical
- Interpersonal relations
- Computer application
- Report writing

- Communication

Required Knowledge

The individual needs to demonstrate knowledge of:

- Performance management
- Organization mandate
- Duties and responsibilities of job families in the organization
- Performance management tools
- Communication

EVIDENCE GUIDE

<p>1. Critical aspects of competency</p>	<p>Assessment requires evidence that the individual demonstrated:</p> <ul style="list-style-type: none"> 1.1 Ability to develop work plans 1.2 Ability to negotiate performance targets 1.3 Ability to keep appraisal records for auditing purposes 1.4 Ability to participate in capacity building 1.5 Ability to undertake training needs assessment 1.6 Ability to undertake training impact assessment 1.7 Ability to monitor changing trends in the market place
<p>2. Resource implications</p>	<p>The following resources MUST be provided:</p> <ul style="list-style-type: none"> 2.1 Human resource policies, guidelines, regulations and strategic plans

	<p>2.2 Work plans and programmes/schedules</p> <p>2.3 Organization policies and procedures</p>
3. Method of assessment	<p>Competency may be assessed through:</p> <p>2.4 Written</p> <p>2.5 Oral questions</p> <p>2.6 Review of portfolios</p> <p>2.7 Case study analysis</p> <p>2.8 Demonstration</p> <p>2.9 Project</p>
4. Context for assessment	<p>Assessment may be done in the workplace or in a simulated workplace setting (assessment centers)</p>
5. Guiding information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>