

PERFORMANCE MANAGEMENT

UNIT CODE:BUS/CU/HRM/CR/03/5/A

Relationship to Occupational Standards

This unit addresses the Unit of Competency:
Participating in Performance Management

Duration of Unit: 50 hours

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 participate in monitoring changing trends in the market place.

Summary of Learning Outcomes

1. Identify organizational performance objectives
2. Develop departmental work plan
3. Negotiate performance targets
4. Participate in reviewing performance
5. Carry out Training Needs Assessment
6. Implement productivity improvement methods

Learning Outcomes, Content and Suggested Assessment Methods

Learning Outcome	Content	Suggested Assessment Methods
1. Identify Organizational Performance Objectives	<ul style="list-style-type: none"> • Introduction to performance management system • Importance of performance management • Key terms in performance management • Performance targets negotiations • Methods of performance management <ul style="list-style-type: none"> ○ Performance contracting ○ Balanced score card ○ Kaizen • Other methods 	<ul style="list-style-type: none"> • Oral questioning • Observation • Written report • Project
2. Develop Departmental Work Plan	<ul style="list-style-type: none"> • Introduction to work plans • Elements of a work plan • Aligning individual and departmental work plans to 	<ul style="list-style-type: none"> • Oral questioning • Observation • Written report • Project

Learning Outcome	Content	Suggested Assessment Methods
	corporate/organization work plan	<ul style="list-style-type: none"> • Case studies
3. Negotiate Performance target	<ul style="list-style-type: none"> • Introduction of negotiation performance targets • Discussion of preparation of performance work plans 	<ul style="list-style-type: none"> • Oral questioning • Written reports
4. Review Performance	<ul style="list-style-type: none"> • Introduction to performance appraisal • Performance appraisal tools • Methods of performance appraisal • Evaluation of performance appraisal • Summative evaluation (end of year) • Periodical • End of project • Advantages and disadvantages of Staff Performance 	<ul style="list-style-type: none"> • Oral questioning • Observation • Written report • Case studies

Learning Outcome	Content	Suggested Assessment Methods
	Appraisal System (SPAS)	
5. Carry out Training Needs Assessment	<ul style="list-style-type: none"> • Introduction to organization's objectives • Importance of functional units • Discussion of appraisal reports • Evaluation of gaps in performance appraisal • Discussion of the training needs 	<ul style="list-style-type: none"> • Oral questioning • Observation • Written report • Case studies
6. Implement Productivity Improvement Methods	<ul style="list-style-type: none"> • Introduction to performance improvement methods • Importance of performance improvement methods • Role of human resource in performance improvement programmes • Performance 	<ul style="list-style-type: none"> • Oral questioning • Observation • Written report • Case studies

Learning Outcome	Content	Suggested Assessment Methods
	<p>improvement methods</p> <ul style="list-style-type: none"> ○ Training and retraining ○ Resource allocation ○ Job rotation ○ Alignment of skills ○ Job enlargement ○ Adoption of performance improvement methods ○ Separation ○ Other employee motivation methods <p>● Evaluation of performance improvement methods</p>	

Suggested Delivery Methods

- Instructor led facilitation of theory
- Demonstrations by trainer
- Practical work by trainee
- Viewing of related videos
- Project
- Group discussions

Recommended Resources

- Office stationeries
- Computers
- Computer software
- Printers
- Projectors

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