

PERFORMANCE MANAGEMENT

UNIT CODE:HRM/CU/BUS/CR/02/6/A

Relationship to Occupational Standards

This unit addresses the Unit of Competency: Coordinate performance management

Duration of Unit: 100 Hours

Unit Description

This unit specifies the competencies required to coordinate performance management within human resource function in an organization. It includes identifying organizational performance objectives, developing departmental and individual work plans, carrying out periodic appraisals, performing management of the reward and sanction, performance improvement programmes and explore alternative approaches to performance management

Summary of Learning Outcomes

1. Identify Organizational performance objectives
2. Development of the departmental and individual work plans
3. Carrying out periodic performance appraisal
4. Performance management of the reward and sanction
5. Performance improvement programmes
6. Addressing alternative approaches to performance management

Learning Outcomes, Content and Suggested Assessment Methods

Learning Outcome	Content	Suggested Assessment Methods
1. Identification of Organizational performance objectives	<ul style="list-style-type: none">• Introduction to performance management system• Importance of performance management• Key terms in performance management• Methods of staff performance management<ul style="list-style-type: none">• Performance contracting• Balanced score card• Kaizen• Other methods	<ul style="list-style-type: none">• Written tests• Observation• Oral questions• Case studies
2. Developing of the departmental and individual work plans	<ul style="list-style-type: none">• Introduction to work plans• Elements of a work plan	<ul style="list-style-type: none">• Written tests• Observation

Learning Outcome	Content	Suggested Assessment Methods
	<ul style="list-style-type: none"> • Aligning individual, departmental to corporate/organization workplan 	<ul style="list-style-type: none"> • Oral questions • Case studies
<p>3. Carrying out periodical performance appraisal/Continuous performance feedback</p>	<ul style="list-style-type: none"> • Introduction to performance appraisal system • Performance appraisal tools • Methods of performance appraisal • Evaluation of performance appraisal <ul style="list-style-type: none"> • Summative evaluation (end of year) • Periodical • End of project • Advantages and disadvantages of Staff Performance Appraisal System (SPAS) 	<ul style="list-style-type: none"> • Written tests • Observation • Oral questions • Case studies
<p>4. Managing rewards and sanctions in performance</p>	<ul style="list-style-type: none"> • Introduction to performance management rewards • Importance of rewards and sanctions • Forms and rewards and sanctions • Advantages and disadvantages of rewards and sanctions • Contemporary issues in performance management <ul style="list-style-type: none"> • Work life balance • Technology/virtual offices • Diversity management 	<ul style="list-style-type: none"> • Observation • Written tests • Oral questions • Case studies
<p>5. Initiating performance improvement programmes</p>	<ul style="list-style-type: none"> • Introduction to performance improvement methods • Importance of performance improvement methods 	<ul style="list-style-type: none"> • Observation • Written tests • Oral questions • Case studies

Learning Outcome	Content	Suggested Assessment Methods
	<ul style="list-style-type: none"> • Role of human resource in performance improvement programmes • Performance improvement methods <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 • Evaluation of performance improvement methods 	
6. Addressing alternative approaches to performance amangement	<ul style="list-style-type: none"> • Self-managed teams • 360 degree feedback • Self-assessment • Informal feedback • Other methods 	<ul style="list-style-type: none"> • Observation • Written tests • Oral questions • Case studies

Suggested Methods of Instruction

- Project
- Demonstration by trainer
- Practice by the trainee
- Discussions
- Direct instruction
- Simulation
- On job training

Recommended Resources

- Strategic plans
- Work plans /work programmes/ work schedules

- Organization polies and procedures
- Human resource polices
- Guidelines and regulations
- Resources and documentation used in the workplace

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