

## COORDINATE PERFORMANCE MANAGEMENT

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

### 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

### ELEMENTS AND PERFORMANCE CRITERIA

<b>ELEMENT</b> These describe the key outcomes which make up workplace function.	<b>PERFORMANCE CRITERIA</b> These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
1. Identify organizational performance objectives	1.1 Familiarize with the organization's mandate. 1.2 Deliverable objectives for the performance period and their respective activities identified in line with the strategic plan. 1.3 Output for each activity, its indicator are identified as per the organizations mandate (core business) and functions. 1.4 Documentation is done as per the work place policies.
2. Develop departmental and individual work plans	2.1 Respective departments prepare their work plans in line with the organizations strategic plan 2.2 Departmental objectives for the performance period are cascaded to individual employees. 2.3 Individuals set their targets and prepare their work plans in line with their departmental work plans.
3. Carry out periodic performance appraisal	3.1 <i><b>Appraisal intervals</b></i> are agreed upon as per the organization procedures. 3.2 Methods of appraisal are determined as per the work place policies 3.3 Appraisal is conducted according to organizations procedures.

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	3.4 Continuous performance feedback is given based on the worker's performance. 3.5 Correction/performance interventions are initiated as per the work place policies.
4. Manage reward and under performance	4.1 Familiarize with the organization's rewards and sanctions policy. 4.2 <i><b>Types of rewards and sanctions</b></i> are determined in line with organization policy. 4.3 Performance indicators for the period are reviewed as per the work place policies. 4.4 Different categories of good performance are rewarded in line with the organization's policy. 4.5 Under performance is sanctioned in line with the organization's policy.
5. Initiate performance improvement programmes	5.1 <i><b>Performance improvement programmes</b></i> are identified as per the organization policies. 5.2 Individual employees whose performance has been sanctioned are identified as per the appraisal reports. 5.3 Identified employees are put on the performance improvement programmes as per the work place policies. 5.4 Employees performance is monitored and evaluated as per the organization policies.
6. Explore alternative approaches to performance management	6.1 <i><b>Alternative approaches</b></i> to performance management are identified as per the work place policies. 6.2 Assess the use of alternative approached to performance management as per the work place policies

## 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
1. Appraisal intervals may include but not limited to:	<ul style="list-style-type: none"><li>• Monthly</li><li>• Quarterly</li><li>• Mid-year</li><li>• Annually</li></ul>
2. Types of rewards and sanctions May include but not limited to:	<ul style="list-style-type: none"><li>• Intrinsic</li><li>• Extrinsic</li><li>• Written sanctions</li><li>• Verbal sanctions</li><li>• Promotion withdrawal</li></ul>
3. Performance improvement programmes may include but not limited to:	<ul style="list-style-type: none"><li>• Mentoring</li><li>• Coaching</li><li>• Training</li></ul>
4. Alternative approaches to performance management may include but not limited to:	<ul style="list-style-type: none"><li>• Self-managed teams</li><li>• 360-degree feedback</li><li>• Self-assessment</li><li>• Informal feedback</li><li>• Other methods</li></ul>

## 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
- Interpersonal relations
- Computer application
- Report writing

- Communication
- Listening
- Decision making
- Critical analysis/analytical skills
- Emotional intelligence
- Team work
- Leadership
- Time management
- Conflict management and resolutions
- Crisis management

### Required Knowledge

The individual needs to demonstrate knowledge of:

- Performance management
- Organization mandate/core business/functions/roles
- Duties and responsibilities of job families in the organization
- Performance management tools
- Communication
- Team building

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### EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

<p>1. Critical aspects of Competency</p>	<p>Assessment requires evidences that the candidate:</p> <p>1.1 Set performance targets.</p> <p>1.2 Develop departmental and individual work plans in line with the organization strategic plan.</p> <p>1.3 Kept appraisal records for auditing purposes.</p> <p>1.4 Provided performance appraisal guidelines to the employees.</p> <p>1.5 Provide continues performance feedback during the appraisal period.</p> <p>1.6 Demonstrated organizational skills and teamwork.</p> <p>1.7 Administered performance rewards and sanctions.</p> <p>1.8 Explained the performance improvement programmes that an organization can administer</p>
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8.2 Resource Implications for competence certification	<p>The following resources should be provided:</p> <p>2.3 Access to relevant workplace where assessment can take place</p> <p>2.2 Appropriately simulated environment where assessment can take place</p> <p>2.3 Materials relevant to the proposed activity or tasks</p>
3. Method of Assessment	<p>Competency may be assessed through:</p> <p>3.1 Evaluation of the set performance targets</p> <p>3.2 Review of appraisal records</p> <p>3.3 Observation</p> <p>3.4 Written questions</p> <p>3.5 Oral questions</p> <p>3.6 Projects</p> <p>3.7 Review of portfolios</p> <p>3.8 Third party workplace reports</p>
<ul style="list-style-type: none"> <li>Context for assessment</li> </ul>	<p>Assessment may be done in the workplace or in a simulated workplace setting (assessment centers).</p>
<ul style="list-style-type: none"> <li>Guidance information for assessment</li> </ul>	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>