

Candidate Support Pack
HNC Management



Managing and Working with People

 [DV82 34]



INTRODUCTION

It is important for you to complete the activities that are provided throughout the workbook. These activities are designed to help you start to apply your learning and prepare you for your final unit assessment.

This section is designed to help you access the activities included within the workbook. It looks at each of the activities and aims to help you generate your answers, by suggesting ways to complete the different activities. The information provided for each activity aims to help you create your answer by recommending a structure and possible approach, linked to the content of the learning programme.

It is recommended that you consider the information provided in this section before undertaking the activities themselves. Discussions with your tutor, regarding the activities, are also recommended before you initiate the work.

SECTION 1

ACTIVITY - JOB ANALYSIS

Activity	Consider a position in your department that could become vacant and, using the information provided, conduct a job analysis.
Suggested approach	<p>This activity has been designed to help you develop your understanding of the job analysis process and how the methods used can be applied in a work context.</p> <p>In developing your answer you should complete the following tasks:</p> <ol style="list-style-type: none"> 1. Identify an appropriate position within your department. 2. Describe the process and methods used to complete the job analysis. For example: interviews, questionnaires, checklists, observations etc. The methods used should be explained and any tools used, included. 3. Complete the job analysis to identify: <ul style="list-style-type: none"> • Duties and tasks • Work environment requirements • The tools and equipment to be used • Work relationships (communication) • Skill requirements • Knowledge requirements 4. Present your final job analysis to clearly identify the above features.

ACTIVITY - JOB DESCRIPTION

Activity	From the job analysis you completed earlier, create a job description.
Suggested approach	<p>This activity has been designed to help you understand the process of creating job descriptions.</p> <p>You should develop your job description using the data you collected as part of the job analysis. The job description you create should contain the features listed below:</p> <ol style="list-style-type: none"> 1. A job title – When creating a title, first consider if the title already exists in your organisation. If creating a title, keep it specific, understandable and meaningful. 2. The department or part of the organisation where the job is to be based – Clearly identify where the job is to be based. Try to be as specific as possible, identifying the department and exact location, as appropriate. 3. The main purpose of the job – From your analysis you should identify the overall purpose of the job, and how it fits within the organisation as a whole. 4. A list of the main duties, tasks and result areas associated with the job – Remember these should focus on what actually needs to be done and be as specific as possible using simple, easy to understand language. 5. The responsibilities associated with the job – Clearly specify any people, equipment, work area or service that the job holder is responsible for. 6. The reporting relationship – Clearly state who the job holder is responsible to, for example, the line manager or managers.

ACTIVITY - COMPETENCY REQUIREMENTS

<p>Activity</p>	<p>Review the job description you have already created and identify the competency requirements.</p>
<p>Suggested approach</p>	<p>This activity has been designed to help you understand the process of competency requirements.</p> <p>In identifying your competency requirements you should use the data you collected as part of the job analysis. By analysing the data that you have collected, you should be able to develop a framework document describing the main competency areas. Remember that the areas you include will be specific to the work role being undertaken, but typically it will include such things as:</p> <ul style="list-style-type: none"> • Team orientation – defining the team roles being undertaken • Communication – defining the communication essential to the work role • People management – defining aspects of people management, if appropriate • Customer focus – defining customer relationships, for both internal and external customers • Results orientation – defining the requirements of the work and the expected outcomes from the work • Problem-solving – defining the scope of the problems that can be dealt with. This is likely to include on-going contingency management • Technical – specifying such things as safe working practices and standard operating procedures <p>When creating your framework you should further specify each area and define the competency required by people. For each area you should define the level and following this, the indicators for the competence and the areas where the competency is to be applied. For example:</p> <ol style="list-style-type: none"> 1. Team orientation - Work as part of the departmental team to develop and maintain effective and productive working relationships 2. Indicators - Recognises the role of the team and the value of teams working for the organisation 3. Areas - Recognises the role of the team members and team leader <p>The competency framework should fully describe all the competencies required.</p>

ACTIVITY - PERSON SPECIFICATION

<p>Activity</p>	<p>Write a person specification for the job description you have created. Reference the key aspects of legislation that have influenced the development of your job specification.</p>
<p>Suggested approach</p>	<p>This activity has been designed to help you create a person specification. It builds on the development of the job-description and competency framework.</p> <p>When you create your person specification you should initially use your job-description and competency framework to identify the:</p> <ul style="list-style-type: none"> • Skills, knowledge and aptitudes directly related to the job • The type of experience necessary • The competencies necessary • Education and training necessary <p>During the development stage it is important that you consider employment law so as to avoid possible discrimination. For example, specifying the age of the person required.</p> <p>Your person specification should specify what you are looking for in a candidate, in terms of:</p> <ul style="list-style-type: none"> • Qualifications • Competencies • Previous experience (skills and knowledge) • Level of experience • Aptitudes • Physical abilities, if relevant to the job <p>It should also have prioritised the requirements in terms of what is seen as essential and what is seen as desirable.</p>

ACTIVITY - RECRUITMENT

Activity	Describe the methods used by your employer to recruit. Consider the advertising and application processes used.
Suggested approach	<p>This activity has been designed to encourage you to get to know more about how your employer undertakes the process of recruitment.</p> <p>Within your answer, you should develop an understanding of the processes used by speaking to your HR department, or the person(s) responsible for recruitment. You should also review copies of adverts and all associated documentation.</p> <p>Your answer should be based on the evidence you have collected, explaining the different stages in the process, linked to the different documents etc. It is important to justify the documents used, explaining how they comply with the needs of the organisation and how they comply with the legal requirements associated with the process of recruitment. For example: age discrimination and equal opportunities.</p>

ACTIVITY - INTERVIEW PLANNING

<p>Activity</p>	<p>Produce an interview plan with questions relating to the job competencies for the job you have created. Describe how you have met the legal requirements within your plan.</p>
<p>Suggested approach</p>	<p>This activity has been designed to help you prepare for interviewing. It encourages you to put into practice what you have learned during your development.</p> <p>When developing your plan you should consider all that you have developed so far, including your job description, your competency framework and your person specification.</p> <p>For a fully realistic plan you should also take account of personal information relating to the applicant. You should include planned questions that will allow an applicant to expand upon professional and personal experiences documented in their CV. The questions developed should be tailored to take account of the job requirements and how these relate to the applicant.</p> <p>Your plan should:</p> <ul style="list-style-type: none"> • Provide a clear structure, and detail the timings and organisation of the interview • Give prompts to be used during the introduction • Provide a range of questions focussing on important aspects of the job linked to the information gained from the CV and application form etc. These questions should be good open questions using our friends: Who, What, Why, Where, When and How • Provide a method for recording your observations • Provide a method for evaluating applicants <p>Finally, your answer should describe how your planning meets legal requirements in terms of equal opportunities etc.</p>

SECTION 2

ACTIVITY - COACHING

<p>Activity</p>	<p>Having researched the different coaching models, write a report that recommends a coaching model for your organisation. You should provide arguments to support the recommendations you have made.</p>
<p>Suggested approach</p>	<p>This activity has been designed to help you develop your understanding of the different coaching models and the coaching process. In particular, how coaching can be applied to help develop the people you are responsible for as a manager.</p> <p>When developing your response you should consider the content of Section 2.1 and 2.2 and the recommended research. You should look at the different coaching models including:</p> <ul style="list-style-type: none"> • The GROW Model • Transformational Coaching • Solution Focussed Coaching • Star Diagram/Personality Functions • The Creative Process • The CLEAR Model • The Six Levels of Coaching <p>In your answer you should introduce your organisation, its structure and any of its features which you feel may impact the coaching process. As part of this introduction, you should provide an insight into the type of people to be targeted by the coaching process.</p> <p>You should then introduce the coaching model you are recommending, explaining its' features and application. You should provide reasoned argument to support your selection, justifying its role in your own organisation. You should fully explain why you feel your chosen model will work for your organisation. Your arguments should link the features and benefits of the suggested coaching model, to the structure and needs of the organisation and the target audience for the coaching.</p>

ACTIVITY - COACHING AS A MANAGER

<p>Activity</p>	<p>Consider your role as manager/coach and the application of performance coaching within your team. Draw up an action plan of how you could develop your coaching skills in the context of your organisation. Describe any difficulties you anticipate may occur during its development and implementation.</p>
<p>Suggested approach</p>	<p>This activity has been designed to help you develop as a coach. Completing the activity will help you establish the coaching skills required to support your team.</p> <p>The action plan you create should provide an overview of how you intend to develop yourself as a coach. You should create your plan by identifying the skills and qualities required to be a coach. You should then complete a self assessment process, comparing these requirements with your existing knowledge and skills. The techniques introduced as part of the workbook: Management: Developing Self Management Skills, should help you with this.</p> <p>Your plan should clearly identify your overall development objectives linked to your identified training needs. It should specify how you plan to achieve your objectives as linked to the resources available.</p> <p>In association with the plan you should anticipate potential difficulties which may impact on your overall development. These could relate to resource availability (time, money, facilities), people (attitudes, interest) and organisational issues (management support). You should develop strategies for dealing with each of these difficulties.</p>

SECTION 3

ACTIVITY - PERFORMANCE MANAGEMENT SYSTEMS

Activity	Review the Performance Management System that has been applied within your organisation or in a named case study. Describe how the system works and make recommendations as to how it could be improved.
Suggested approach	<p>This activity has been designed to help you develop your understanding of Performance Management Systems (PMSs) and in particular how they are applied within organisations.</p> <p>Ideally you will develop your response based on the organisation that you work for. Where this is not possible it is acceptable to use another organisation, or a case study you have accessed to develop your answer.</p> <p>Your description should include an explanation of:</p> <ul style="list-style-type: none"> • The PMS system overall, detailing its origin and application • The methods used to implement the PMS including those used to collect, process and analyse data • How objectives and performance standards are developed and agreed • How competency is included • How the systems link into pay and pay structures • How the performance of individuals relate to the performance of teams • How issues of under performance are dealt with • How feedback is both sought and provided <p>Finally, with the PMS clearly defined, you should highlight its weaknesses and be able to make your recommendations for improvement. Your recommendations should be linked to your investigations into other PMS systems and ideas of best practice.</p>

SECTION 4

ACTIVITY - CONFLICT RESOLUTION

<p>Activity</p>	<p>Write a report that compares the conflict resolution procedures operated by your organisation with the ideas of best practice introduced to you as part of this learning programme. For any areas of weakness identified within the procedures make recommendations as to how the procedures can be improved.</p> <p>In your report recommend ways in which the incidence of conflict can be reduced.</p>
<p>Suggested approach</p>	<p>This activity has been designed to help you develop your understanding of the procedures used to resolve conflict. In particular it has been designed to ensure that the procedures operated by your organisation reflect aspects of current best practice.</p> <p>Ideally, you will develop your response based on the information provided as part of the learning programme and its associated research activities.</p> <p>Your response should describe, in full, the conflict resolution procedure operated by your own organisation. You should compare procedures with ideas of current best practice, so as to identify any potential weaknesses in its structure or content. Each area of weakness should be described, and recommendations, in respect to how the procedures can be improved, fully explained.</p> <p>Finally, your response should recommend the ways that conflict can be reduced. If possible you should develop your recommendations based on actual conflict situations that have occurred within your organisation.</p>

SECTION 5

ACTIVITY - DISCIPLINE AND GRIEVANCE

<p>Activity</p>	<p>Write a report that compares the discipline and grievance procedures operated by your organisation with the ideas of best practice introduced to you as part of this learning programme. For any areas of weakness identified within the procedures, make recommendations as to how the procedures can be improved.</p> <p>Also think about your role in the implementation of these procedures and how you can improve your contribution.</p>
<p>Suggested approach</p>	<p>This activity has been designed to help you develop your understanding of disciplinary and grievance procedures. In particular, it has been designed to ensure that the procedures operated by your organisation reflect aspects of current best practice.</p> <p>Ideally, you will develop your response based on the information provided both as part of the learning programme and collected during the various research activities.</p> <p>Your response should describe in full the disciplinary and grievance procedures operated by your own organisation. It should compare these with ideas of current best practice to identify any potential weaknesses in their structure or content. Each area of weakness should be fully described and recommendations, in respect to how the procedures could be improved, fully explained.</p> <p>Finally, your response should describe your current role in the implementation of your organisation's disciplinary and grievance procedures. You should complete a self assessment process, comparing the requirements of the role with your existing knowledge and skills. The techniques introduced as part of the workbook: Management: Developing Self Management Skills, should help you with this.</p> <p>Based on your self assessment, identify your training and development needs in respect to your role. It should have specified how you intend to improve your role by addressing any weaknesses you identify.</p>