Higher National Unit specification: general information

Unit title: Human Resource Management: Performance Management

Unit code: H1XR 35

Superclass: AJ

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Source: Scottish Qualifications Authority

Version: 01

Unit purpose

This Unit is designed to enable candidates to understand the concept of performance management and manage individual performance. Candidates will develop an awareness of the various processes involved and how elements can be integrated.

On completion of the Unit the candidate should be able to:

1   Explain the process of performance management.
2   Review and plan for individual performance.
3   Manage individual performance.

Recommended prior knowledge and skills

Access to this Unit is at the discretion of the centre. However, candidates would normally be expected to have competence in communication skills at SCQF level 6 or similar qualifications or experience. It is recommended that candidates have an awareness of human resource management (HRM) practices. This might be demonstrated by the achievement of a suitable HN Unit, eg *HRM: The Business Context; HRM: An Introduction*; or *Managing People and Organisations* or relevant experience.

It is beneficial that candidates have some work experience but it is **not** essential, although they need to have an appreciation of the factors affecting performance management.

General information (cont)

Credit points and level

1 Higher National Unit credit at SCQF level 8: (8 SCQF credit points at SCQF level 8*)

SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.

Core Skills

Opportunities to develop aspects of Core Skills are highlighted in the Support Notes of this Unit specification.

There is no automatic certification of Core Skills or Core Skill components in this Unit.

Context for delivery

If this Unit is delivered as part of a Group Award, it is recommended that it should be taught and assessed within the subject area of the Group Award to which it contributes.

Higher National Unit specification: statement of standards

Unit title: Human Resource Management: Performance Management

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The sections of the Unit stating the Outcomes, Knowledge and/or Skills, and Evidence Requirements are mandatory.

Where evidence for Outcomes is assessed on a sample basis, the whole of the content listed in the Knowledge and/or Skills section must be taught and available for assessment. Candidates should not know in advance the items on which they will be assessed and different items should be sampled on each assessment occasion.

Outcome 1

Explain the process of performance management.

Knowledge and/or skills

♦ Purpose of performance management and its link to organisational objectives
♦ Systematic approaches to performance management
♦ Organisational policies and procedures for managing performance
♦ Measures used to monitor and evaluate performance
♦ Changing nature of performance management

Evidence Requirements

Candidates will need to provide evidence to demonstrate their Knowledge and/or Skills by showing that they can:

♦ define the purpose and objectives of performance management
♦ describe the component parts of a systematic approach to performance management
♦ explain the measures, including key Performance Indicators, used to set and monitor performance levels and to evaluate how well these are achieved
♦ explain the importance of continuously improving performance management policies and procedures to ensure that they are in line with organisational needs and current legislation

Higher National Unit specification: statement of standards (cont)

Unit title: Human Resource Management: Performance Management

Outcome 2

Review and plan for individual performance.

Knowledge and/or skills

♦ Purpose of evaluating individual performance
♦ Types of performance appraisal and review approaches
♦ Methods of measuring individual performance
♦ The role of the line manager in the planning for and review of individual performance
♦ Setting and measuring achievable objectives

Evidence Requirements

Candidates will need to provide evidence to demonstrate their skills and/or knowledge by showing that they can:

♦ describe the purpose and principal types of performance appraisal and review approaches
♦ evaluate the use of appraisal/performance review approaches as a method of measuring and improving performance
♦ describe the role of the line manager in:
— planning for the review of individual performance
— conducting the review of individual performance
♦ explain the importance of setting and measuring realistic objectives

Outcome 3

Manage individual performance.

Knowledge and/or skills

♦ Causes of variation in individual performance
♦ Approaches to managing both good and poor individual performance
♦ Planning, conducting and evaluating performance interviews
♦ Use of constructive feedback

Evidence Requirements

Candidates will need evidence to demonstrate their skills and/or knowledge by showing that they can:

♦ assess the causes of variations in levels of performance
♦ describe approaches to managing both good and poor individual performance
♦ explain the importance of constructive feedback within the appraisal process
♦ plan and conduct performance review interview
♦ reflect on own performance and evaluate knowledge and skills gained

Higher National Unit specification: support notes

Unit title: Human Resource Management: Performance Management

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 40 hours.

Guidance on the content and context for this Unit

By the end of the Unit candidates should be able to:

♦ recognise work situations where performance management applies
♦ explain how performance management applies
♦ understand the importance of performance management linking to organisational objectives
♦ suggest approaches to managing both good and poor individual performance

For this essential underpinning knowledge to remain current and valid, centres need to review and update where appropriate the content of this Unit on an annual basis. Centres should also be aware of changing fashions in the terminology used to describe systems which appraise, review and forward plan the work of employees and also changes to legislation relevant to performance management.

Outcome 1

The purpose of this Outcome is to ensure that candidates know and understand that successful performance management is a systematic process clearly linked to organisational objectives. Organisations have a range of tools and techniques for setting performance targets. Candidates should be introduced to specific current techniques for managing organisational and individual performance. Examples of policies and procedures that support performance management can include:

♦ pay and other forms of monetary and non-monetary reward
♦ career salary structures
♦ absence management
♦ training and development
♦ discipline, grievance, capability, flexitime, special leave, succession planning, etc

Unit title: Human Resource Management: Performance Management

Outcome 2

In this Outcome, the importance of planning for the review of individual performance must be emphasised and covered.

Candidates should be made aware of the purpose of appraising individual performance for example, to review previous performance, allocate future work, identify training needs, and determine performance related payments.

Different types of approaches to appraisal should be discussed such as management by objectives, 360 degree feedback. Also, the range of people who can be involved in employee appraisal should be covered - these may include line and more senior managers, colleagues, customers etc.

Methods of measuring performance can include types of rating scales, written reports, self-appraisal, company performance data, etc. The use of online or computer based rating systems should also be discussed.

Outcome 3

A range of performance management interviews or meetings should be considered with particular emphasis on how interview skills are used. The interviews may include:

♦ absence
♦ return to work
♦ counselling
♦ capability
♦ training needs assessment, etc

Candidates should be aware of the importance of constructive feedback and how different ways of giving directive and non-directive feedback can be used effectively.

Within this Outcome, candidate should reflect and evaluate own performance in review interviews.

Guidance on the delivery of this Unit

This Unit should focus on helping candidates to understand the principles and main thrusts of performance management. In order to set the scene for the Unit, consideration should be given to the relationship between performance management and reward. Outcome 1 focuses on performance management from an organisational perspective; Outcome 2 emphasises the individual in the organisation; Outcome 3 relates to the skills required to plan and conduct performance management interviews.

The Unit is suitable for inclusion in related qualifications where an appreciation of the purpose of performance management is helpful. Centres may choose to contextualise the Unit as appropriate.

Higher National Unit specification: support notes (cont)

Unit title: Human Resource Management: Performance Management

Guidance on the assessment of this Unit

This Unit can be assessed using a range of assessment options and centres may offer individual assessments for each Outcome or integrate assessments across Outcomes.

Assessment Guidelines

Guidelines for assessment on an Outcome by Outcome basis

Outcome 1: may be assessed through open-book questions or report production.

Outcome 2: may be assessed through open-book questions or report production.

Outcome 3: may be assessed by candidates conducting a tutor-observed simulated performance review interview (either live or recorded) and producing a reflective account. A series of role plays based on prepared scenarios could be used where candidates (in turn) take on the different roles of interviewer, interviewee and observer. The observer would record performance on a checklist and the interviewee would give feedback to assist the interviewer self-evaluate. Also candidates could produce a reflective account which includes self-evaluation of their interview performance.

To meet the Evidence Requirements, candidates must be successful in the role of interviewer. This arrangement provides an opportunity for different types of interview to be practiced.

The emphasis in assessment should be on encouraging self-review and personal development.

Tutors should use an observation checklist ensure all Evidence Requirements of this Outcome are met.

Online and Distance Learning

The Unit could be delivered by distance learning; however, it would require planning by the centre to ensure the efficiency and authenticity of candidate evidence.

For open or flexible learning, additional resources and materials will be required for candidate support, assessment and quality assurance. For further information and advice please refer to the SQA's website: **www.sqa.org.uk**

Higher National Unit specification: support notes (cont)

Unit title: Human Resource Management: Performance Management

Opportunities for developing Core Skills

There are opportunities to gather evidence towards Core Skills in this Unit, although there is no automatic certification of Core Skills or Core Skills components.

Communication: Reading, Written and Oral at SCQF level 6

This Unit can provide the opportunity of responding to questions on issues of performance management which can provide underpinning knowledge by reading and interpreting complex information. Where assessments (eg responses to questions; self evaluation reports etc) are in written format, this would develop written communication for complex HRM performance management issues. Oral communication could also be developed through conducting and participating in performance interviews or group discussions.

Information and Communication Technology (ICT) at SCQF level 6

IT skills could be developed in this Unit, in particular through the use of on-line performance management systems.

Working with Others at SCQF level 6

This Core Skill could be developed through this Unit as candidates have to analyse the requirement of their own role and that of others in Performance Management approaches/interviews/meetings; promote cooperative working towards common goals or individual objectives and organisational objectives; modify their behaviour to meet the needs of others in conducting performance interviews; motivate themselves and others to progress and overcome barriers; develop criteria for self evaluation in performance management; and seek and consider the use of constructive feedback.

Problem Solving at SCQF level 6

This Unit offers many opportunities for candidates to tackle issues and problems in performance management, including poor performance, grievance, etc. This can involve critical thinking, planning/organisation and reviewing/evaluating. They have to identify complex factors, assess their relevance, analyse ways to solve problems and their justify conclusions.

Disabled candidates and/or those with additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering whether any reasonable adjustments may be required. Further advice can be found on our website **www.sqa.org.uk/assessmentarrangements**

History of changes to Unit

Version	Description of change	Date

General information for candidates

Unit title: Human Resource Management: Performance Management

The main aim of this Unit is to provide you with a working knowledge of how to apply performance management in practical terms in the workplace.

Performance management is intended for anyone either working in or aspiring to work in a human resources practitioner role. This role could include providing support or information to human resources departments and/or managers on performance management. It is useful to line managers, supervisors or team leaders who wish to gain a practical overview of performance management issues affecting their management role. It is also relevant for owners or managers of small businesses who similarly wish to gain skills in this area.

Given the breadth of performance management you will have to deal with variety of issues such as how performance management systems can be linked to organisational objectives; types of appraisal or review schemes; managing individual performance and absence management. You will look at agreeing and setting objectives, performance standards, competence requirements and how to ensure that non-discriminatory practices are used. You will also look at a variety of models that can be used to identify development needs, assist coaching, counselling and monitoring.

Assessment for this Unit can take a variety of forms eg answering questions or producing reports for Outcomes 1 and 2; followed by participating in a series of role play scenarios as the interviewer, interviewee and an observer. However, your tutor will confirm exact assessment arrangements with you.

On successful completion of this Unit, you should be able to:

♦ explain the process of performance management
♦ review and plan for individual performance
♦ manage individual performance