

Contributing to Improving Organisational Performance – Learning Plan (40 Guided Learning Hours including workshop)

Task	Evidence to provide in Port-folio
Familiarise yourself with your organisation's performance management policy. - Read the Policy - Attend an in-house training course.	Performance Management Policy Appraisal document Personal Development Plan Career Development Policy Reward and recognition policy – financial/non-financial Competency frameworks/values Involvement with Employee of the Month/awards ceremonies/other forms of recognition Advice to managers – capability procedures, informal/formal processes – emails, witness testimonies, meeting plans.
Familiarise yourself with your organisation's recruitment and selection procedures. - Job descriptions and person specifications - Competency frameworks - Information communicated to applicants regarding values, mission, vision and objectives	Provide evidence related to this aspect of the performance management process: Examples of clearly defined job descriptions/person specifications Competency frameworks/values Information communicated to applicants
Familiarise yourself with your organisation's approach to new starters: - Induction - Probationary process	Induction checklists Induction programme On-line e-learning courses (screen shots) Your involvement with managing new starters – advice/training
Familiarise yourself with your organisation's approach to managing attendance: - Read the policy - Attend an in-house training course	Attendance policy Drug and alcohol policy Advice to managers
Ask your manager about external sources of information, either used to inform performance management processes or to benchmark	Examples could be: National standards National targets Regional targets Industry performance management frameworks ACAS 7 Levers of Productivity
Ask your manager about how they analyse performance management information	Appraisal scores Training needs analysis

Identify any links between individual, team and organisational objectives	Vision, mission and objectives Competency frameworks
Review to what extent your organisation has adopted high performance work practices.	Policies/procedures relating to HPW practices such as extensive training, learning and development and employee involvement initiatives. Engagement survey results. Well-being initiatives.
Review the latest trends in performance management with your manager and identify improvements to the current system.	Record discussion with own line manager Hold a focus group with managers, to gather opinions Issue a questionnaire to managers

5A1OP – Contributing to Improving Organisational Performance

Checklist

LO1: Be able to provide information on performance management activities within an organisation.

1.1 Performance management processes:

- performance planning,
- setting performance objectives and indicators
- monitoring performance
- managing expectations
- measuring and assessing performance
- addressing poor performance
- encouraging high performance
- financial and non-financial mechanisms for improving performance
- performance reviews
- appraisal
- feedback
- 360-degree feedback
- self-appraisal
- team appraisal
- individual development planning

The roles of participants in the performance management process:

- HR specialists
- line managers
- team members
- individual employees.

1.2 Key sources of best practice guidance and legislative information in relation to performance management:

- government websites
- professional bodies
- business advisory services
- texts and publications.

LO2. Be able to support line managers to deliver performance management activities within an organisation.

2.1 Support needed by line managers to undertake performance management activities: for example

- Information
- advice
- coaching
- training
- direct involvement of HR
- systems development
- documentation
- administrative support
- record-keeping
- analysis of outcomes.

Performance and development reviews:

- reviewing performance objectives
- setting new objectives
- Relationship between organisational, team and individual objectives;
- The role of performance management in continuously improving business processes and individual skills, capabilities and behaviours
- Identifying development needs; development methods and opportunities; development objectives; planning for personal learning and development.
- Roles in performance review – employee involvement and ownership of process.
- How to manage and store performance and development review information.

LO3. Be able to assess the impact of performance management activities on organisational performance and make recommendations for enhancement.

- How to collect and analyse performance data: identifying trends, themes and patterns.
- The purpose of performance reviews and personal development plans.
- Links between individual/team and organisational performance, individual and organisational capability, and organisational capability and organisational sustainability.
- Different approaches to performance management.
Latest thinking in relation to high performance working (HPW) and performance management processes.