



# ***KD TRAINING SOLUTIONS***

## **The Chartered Management Institute Diploma in Management and Leadership (Level 5)**

### **Work Brief for: Performance Management (Unit 5003)**

#### **Introduction**

The purpose of this work brief is to give you the opportunity to demonstrate your knowledge, skills and abilities in the topic of performance management. The work you are required to do is in 4 parts:

- Part A – Agreeing objectives and allocating work
- Part B – Assessing performance and providing feedback
- Part C – Managing under-performance
- Part D – Managing remote workers

You are required to produce a formal management report of around 3,000 words.

#### **Part A – Agreeing objectives and allocating work**

This Part has 2 elements:

##### *Element 1 – Analyse whether you work in a team or group:*

To answer this element, you should consider:

- What is a team?
- How does your “team” stand up against key characteristics of groups and teams?
- How does your team match the key attributes of a high performing team?
- How well is your organization aligned?
- How well is your team aligned to your organisation?

*Element 2 – Explain how well you allocate work to your team:*

- How are objectives formed and to what degree are they SMART?
- What team objectives exist and how effective are they?
- How do you prioritise your team’s objectives?
- On what basis is work allocated to team members?
- How involved are your team members in work allocation?
- How involved are your team members in assessing their own work quality?
- What changes to work plans do you have to make and how do you go about doing it?

### **Part B – Assessing performance and providing constructive feedback**

This Part has 2 elements:

*Element 1 – Explain to what degree you provide effective and constructive feedback to team members:*

To answer this element, you should consider:

- What is constructive feedback?
- When is feedback provided to team members?
- Do you and your team celebrate success?
- What feedback process do you use
- What barriers, if any, exist in your organization regarding feedback to team members?

*Element 2 – Analyse how well you managed a recent conflict situation in your work area:*

To answer this element, you should consider:

- What is conflict?
- What are the advantages of managing conflict and the disadvantages of avoiding it?
- What was the source of your conflict situation?
- What symptoms and tactics were involved in your situation?
- What style of conflict did you use and how effective was it?
- What records did you keep?

### **Part C – Managing under performance**

This Part has 3 elements:

*Element 1 – Analyse a specific occasion of how effective you were at dealing with under-performance:*

To answer this element, you should consider:

- What is performance management?
- What caused the under-performance you are discussing?

- How methodical were you at dealing with the problem?
- Did you produce and review an action plan to put things right

*Element 2 – Describe how you might deal with a disciplinary issue:*

To answer this element, you should consider:

- What is discipline and why is it important in the workplace?
- How detailed are your organisation’s disciplinary procedures?
- What disciplinary penalties exist and which can you award?
- What does your company consider to be gross misconduct?
- What confidential records are kept?
- How might an individual appeal against the result of a disciplinary hearing?
- How well do you organize and run a disciplinary interview?

*Element 3 – Describe how you might deal with a grievance issue:*

To answer this element, you should consider:

- What is grievance and why is it important in the workplace?
- How detailed are your organisation’s grievance procedures?
- How well do you organize and run a grievance interview?
- What confidential records are kept?
- How might an individual appeal against the result of a grievance hearing?

## **Part D – Managing remote workers**

This Part has 1 element:

*Element 1 – Explain how you would set up remote working if the opportunity arose:*

To answer this element, you should consider:

- What is remote working and why is it a part of today’s job environment?
- What are the benefits of remote working?
- What are the potential problems with remote working?
- What process would you use to manage remote workers?
- How would you ensure your remote workers remained motivated towards their work?
- How would manage the performance of remote workers?

How your work will be assessed

In order for you to achieve the learning outcomes of this unit, you should be aware how they are matched to what you do and what criteria your assessor will be using when marking. Have a look at the table below and make a note of the learning outcomes of this Unit and how they are matched with the tasks you are required to complete:

Unit	Learning Outcomes	Assessment
Unit 5003 Performance Management	Identify and agree performance objectives	Analyse whether you work in a team or group.  Explain how well you allocate work to your team.
	Assess performance and provide feedback	Explain to what degree you provide effective and constructive feedback to team members.  Analyse how well you managed a recent conflict situation in your work area.
	Understand performance support improvement	Analyse a specific occasion of how effective you were at dealing with under-performance.  Explain how you would set up remote working if the opportunity arose.
	Understand and apply the organisation's disciplinary and grievance procedures	Describe how you might deal with a disciplinary issue.  Describe how you might deal with a grievance issue.

## Assessment Criteria

When your tutor assesses your work he/she will apply the following criteria which will show that you have:

- Understood the topic by applying it to your own job role
- Produced a piece of work that is communicated in a professional manner
- Analysed whether you work in a team or group
- Explained how well you allocated work to your team
- Explained to what degree you provided effective and constructive feedback to team members
- Analysed how well you managed a recent conflict situation in your work area.
- Analysed a specific occasion of how effective you were at dealing with under-performance
- Explained how you would set up remote working if the opportunity arose
- Described how you might deal with a disciplinary issue
- Described how you might deal with a grievance issue
- Understood the topic by applying it to your own job role
- Produced a piece of work that is communicated in a professional manner