

# The Performance Group

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# EDI

Supporting learning  
and performance

**Welcome to the Certificate in Managing Human Performance – Level 3** - a practical workshop from **Human Performance** which has been written to substantially meet the knowledge and understanding requirements of the **National Occupational Standards** for managing the performance of teams and individuals and responding to poor performance in the team. The **Certificate in Managing Human Performance - Level 3** is an approved **EDI Endorsed Qualification** and successful completion will lead to candidates gaining the **Level 3 EDI Vocational Qualification**.

## **National Occupational Standards Covered**

- **MSCC13 – Manage the performance of teams and individuals**
  - **MSCC13.1** - Allocate work to teams and individuals
  - **MSCC13.2** - Agree objectives and work plans with teams and individuals
  - **MSCC13.3** - Assess the performance of teams and individuals
  - **MSCC13.4** - Provide feedback to teams and individuals on their performance
- **MSCC15 – Respond to poor performance in the team**
  - **MSCC15.1** - Help team members who have problems affecting their performance
  - **MSCC15.2** - Contribute to implementing disciplinary and grievance procedures

## **Target Audience**

- The **Certificate in Managing Human Performance – Level 3** is designed for anybody with line management responsibility for other team members. This workshop will also be of benefit for staff members who are being developed for line management responsibility **providing** that the individual has a small amount of previous line management experience to draw upon.
- No previous qualifications are required to gain access to this workshop although candidates will be required to produce a written assignment - reflecting upon previous line management/supervisory experience - following attendance on the workshop element of this programme and therefore previous line management/supervisory experience, as well as good written communication skills, are essential.

## **Programme Overview**

- The **Certificate in Managing Human Performance – Level 3** is a highly participative and practical workshop that will enable all candidates to develop their skills to **National Occupational Standards** in managing the performance of their teams and individuals and to respond to poor performance. Group activity, discussion, practical activities and observation are all used to maximise the candidate's skills and knowledge retention.
- Throughout the workshop role plays and practical exercises are utilised to challenge and test the candidate's knowledge and understanding of principles covered in the programme. All candidates receive a detailed workshop manual and a back to work action plan designed to encourage use of the new knowledge to assist in developing competence.

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## Programme Aims

- This **Certificate in Managing Human Performance - Level 3** aims to develop the management and leadership abilities of candidates to proactively manage an employee's performance.
- Where improvements in performance are not achieved through proactive management and leadership skills candidates will develop competence in utilising their organisations disciplinary and grievance procedures to encourage improvement, whilst ensuring they comply with all relevant employment legislation.

## Programme Objectives

- Candidates will be introduced to what is meant by managing human performance and learn how to define poor performance into three different categories to enable them to develop the best solutions to performance issues. Advice will be provided to assist candidates to not only improve current poor performance but on how to help reduce poor performance occurring in the future.
- Candidates will gain an overview into practical coaching techniques to assist them to deal with competence issues resulting in poor performance. They will discover the different learning styles to take account of and be able to utilise two different methods of coaching to assist the delivery of high quality coaching sessions within their teams at work.
- The workshop will study motivation and its role in high performance and which will be highlighted with practical activities. Candidates will be introduced to three motivational theories with guidance on how to make effective use of them in a practical setting. The session concludes with an in depth look at using empowerment to encourage good performance, supported with a detailed activity to highlight potential workplace issues.
- The facilitator will guide candidates through a detailed communications skills development module that will include techniques for setting quality objectives and giving constructive feedback. Candidates will be introduced to methods to make effective use of questioning skills to explore reasons for poor performance and high quality listening techniques to gain the greatest benefit from discussions. Practical sessions will be used throughout to assist development of knowledge, understanding and skills.
- Candidates will learn how to utilise their organisations disciplinary and grievance procedures effectively to ensure that they do not break the Dispute Resolution Regulations 2004. These two modules are delivered with lots of practical examples to engage candidates in developing the skills necessary to be highly confident in using disciplinary and grievance procedures competently and proactively to improve performance.

## Programme Structure

- The **Certificate in Managing Human Performance - Level 3** comprises one unit entitled 'Managing Performance, Discipline and Grievance', made up of 22.5 guided learning hours delivered across 3 x 7.5 hour sessions. It is mandatory that candidates attend and complete all sessions, as well as pass a multiple choice question paper and complete and pass a written assignment, in order to achieve the qualification. A 'pass' is the only mark offered; the qualification is not graded. A pass will be achieved by scoring a minimum of 75% in the multiple choice paper and producing a written assignment which successfully meets all of the assessment criteria outlined in the unit specification.

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## Programme Learning Outcomes

- **LO1** *Understand the fundamentals of managing human performance*
- **LO2** *Describe the skills and techniques essential in managing performance*
- **LO3** *Examine regulations/procedures relating to discipline in the workplace*
- **LO4** *Demonstrate effective implementation of grievance procedures*
- **LO5** *Evaluate own abilities in managing human performance*

## Certification

- All candidates that attend and complete all workshop sessions and achieve a minimum of 75% in the multiple choice paper and successfully meet the five learning outcomes will receive the **EDI Certificate in Managing Human Performance – Level 3**.

## Programme Content

- A detailed programme overview is provided at the end of this prospectus.

## Delivery Methods

- Tutor facilitation and input
- Group activity and discussion
- Case studies and role play
- Multiple choice test paper
- Assessed assignment

## Workshop Timings

- The workshop is delivered over 3 consecutive days and will commence promptly at 9:00am and will finish no later than 5.00pm. There will be a lunch break at 12.30pm and each session will last for 50 minutes followed by a 10 minute break.

## Workshop Numbers

- Maximum of 12 candidates

## Support Material

- All delegates will receive a comprehensive workshop manual with quality session summary sheets covering each element of the **Certificate in Managing Human Performance - Level 3** workshop to enable full utilisation of the workshop learning's back in the workplace.
- As for all **Human Performance** workshops all candidates will be provided with **free** telephone support for as long as required following the workshop to assist them with support and advice as they complete their assignment and help them to manage performance when back in the workplace as they put the knowledge into practice to develop competence.

## Programme Facilitator

- The **Certificate in Managing Human Performance - Level 3** is facilitated by **James Turner**. James is an exciting, creative and innovative facilitator of experiential learning with over 20 years experience of successful senior management responsibility. James has numerous teaching and training qualifications and is a qualified advanced facilitator of experiential learning.

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## **Candidates with Special Learning Needs**

- Prospective candidates with special learning needs (or clients with employees with special learning needs) are encouraged to contact **Human Performance** prior to enrolment on this programme to discuss any additional help they may need to complete this programme. **Human Performance** will endeavour to assist any candidate where it is practicable to do so.

## **Equal Opportunities & Valuing Diversity**

- **Human Performance** recognises and values the diversity of all candidates (and potential candidates) and will actively promote the richness that this diversity engenders. **Human Performance** takes the commitment to equality of opportunity seriously and bases its relationships with clients and candidates on mutual trust, respect and the appreciation of individual differences. This means that discrimination or harassment, whether directly or indirectly, on the grounds of age, gender, marital or civil partnership status, gender reassignment status, race, colour, nationality, ethnic origin, nationality, national origin, disability, sexual orientation, religion or belief will be opposed.
- For avoidance of doubt, no candidate, (or prospective candidate), will be prevented from accessing a **Human Performance** facilitated learning programme - whether access to the programme is administered by a client or by **Human Performance** through its open courses - on the grounds of age, gender, marital or civil partnership status, gender reassignment status, race, colour, nationality, ethnic origin, nationality, national origin, disability, sexual orientation, religion or belief.
- By commissioning or attending a **Human Performance** workshop, clients and/or delegates agree to abide by our **Equal Opportunities & Valuing Diversity Policy** which is available in full from our website: <http://www.humanperformance.co.uk> (Click on "**EDI Approved Centre**" and then click on "**Policies & Procedures**").

## **Next Steps to Skills Development**

All **Human Performance** workshops are designed to be stand alone skills development opportunities dealing with specific subject areas covered by **National Occupational Standards**. However, our workshops are also used by our clients to offer structured internal management development programmes, both to develop the current job skills of staff as well as develop key people for the organisations succession planning. The following workshops are natural progressions to the **Certificate in Managing Human Performance - Level 3**:

- **EDI Certificate in Successful Project Management – Level 3**
- **EDI Certificate in Effective Time Management – Level 3**
- **EDI Certificate in Techniques for Conducting Effective Appraisals – Level 3**
- **EDI Certificate in Supervisory Management & Leadership Techniques – Level 3**
- **Practical Employment Law for Managers**
- **Becoming More Assertive – A Strategy for Improvement**
- **Negotiation Skills – Influencing and Persuading Others**

For details about the above **Human Performance** workshops and any other developing skills workshops please visit our website at <http://www.humanperformance.co.uk> or alternatively please do not hesitate to contact us on **0845 880 2255**.

**A detailed programme overview is provided on the next page...**

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## Detailed Programme Overview for the Certificate in Managing Human Performance

### Module 1 – Understanding the Fundamentals of Managing Human Performance

- Introduction to Managing Human Performance
- Identifying the Causes of Poor Performance
- Coaching to Improve Performance
- Coaching the Inexperienced Learner
- Coaching for Successful Team Performance
- Understanding Motivation to Improve Performance
- Motivation Exercise
- The Four Keys to Successful Motivation
- McGregor's XY Theory
- Csikszentmihalyi Flow Theory
- Herzberg's Two Factor Theory
- Understanding Empowerment
- Empowerment Exercise
- Empowerment Exercise Results & Feedback
- Using Empowerment to Improve Performance

### Module 2 – Developing Communication Skills to Manage Human Performance

- Giving Clear Instructions to Assist Good Performance
- Setting Objectives Exercise
- Asking Questions to Address Performance Issues
- Active Open Questions
- Passive Open Questions
- Closed Questions
- Counter-productive Questioning
- Summary of Question Types Available
- Listening Skills
- How to Improve Your Listening Skills
- Discussing Poor Performance
- The 10 Tools of Giving Constructive Feedback
- Preparing to Give Constructive Feedback
- Techniques for Giving Feedback
- Feedback Exercise

### Module 3 – Managing Discipline in the Workplace

- Introduction to Discipline at Work
- Benefits of Disciplinary Rules & Procedures

### Module 3 – Managing Discipline in the Workplace continued...

- Informal Action
- Reasons for Taking Disciplinary Action
- Preparing for a Disciplinary Hearing
- Notification of a Disciplinary Hearing
- The Structure of a Disciplinary Hearing
- Introduction
- Statement of Complaint
- Employee's Reply
- General Questioning & Discussion
- Summing Up
- Adjournment
- Problems That May Occur at a Disciplinary Hearing
- Deciding on the Penalty
- Disciplinary Penalties and When to Use Them
- Informing the Employee of the Disciplinary Penalty
- Disciplinary Notification Letter
- Keeping Records of the Disciplinary Hearing
- Appeal Procedures
- Conducting the Appeal Hearing
- Overview of the Three-Step Statutory Procedure
- Core Principles of Reasonable Behaviour

### Module 4 – Managing Grievance Procedures in the Workplace

- Introduction to Grievance at Work
- Understanding What Constitutes a Grievance
- Why Have Formal Grievance Procedures?
- The Three-Step Statutory Procedure
- Preparation for the Grievance Hearing
- Conduct at the Grievance Hearing
- Keeping Records of the Grievance Hearing

### Module 5 – Assessment & Assignment for EDI Qualification

- Structured workshop review with facilitator
- Candidate personal revision time
- Multiple choice paper assessment
- Full briefing for assignment

**Please note:** We are constantly evaluating and reviewing all our programmes to ensure that Human Performance continue to offer the very best learning opportunities for clients and candidates. As a result of these reviews we may amend programme content to better assist candidates to achieve the programme objectives and learning outcomes.

All workshop prospectuses will be updated periodically to reflect any changes to our modules and session plans but Human Performance reserves the right to substitute any modules and sessions detailed above which it believes will improve upon the objectives of the workshop whilst ensuring that workshops stay closely mapped to the relevant National Occupational Standards.