



Unit Standard 23396

Demonstrate knowledge of performance management planning

Level 4

Credits 3

Version 1

Candidate Pack

Profile/Purpose

People credited with this standard are able to: demonstrate knowledge of the role of performance management in an organisation; and develop a performance management plan. This unit standard is for people who manage or seek to manage or supervise work teams.

This pack contains:

- A questionnaire and tasks for you to complete.
- A verification form for completion by an appropriate Manager/Supervisor.
- Command Notebook – Observation Form
- Performance Development Plan (PDP)
- An evidence summary (what you are to provide as evidence).

Guidance Notes

- Read your instructions.
- Familiarise yourself with the Unit Standard requirements and expectations.
- Contact an assessor to clarify anything you are unsure of.
- Complete any assessment tasks and/or gather together any material you have been asked to provide.
- Make sure you keep a copy of your completed tasks if you are mailing the original copy to your assessor.

Task Instructions:

Complete all tasks within the enclosed Candidate Pack to ensure you provide sufficient evidence to achieve this Unit Standard.

Learning Resources:

This Army Candidate Pack has been aligned with the NZ Army's Soldier Performance Reporting System. Prior to answering the Candidate Questionnaire you will need to read and understand Personnel Matters - DFO (A) Vol 3 Chap 3 Annex A, Soldier Performance Reporting and Chap 33, Formal Written Warning. Resource material can be found <http://reference/army-publications/dfoavol3>. It is also recommended that you take the time and read Distant Education Package UAC 911 Interpret and Apply Personnel Report, <http://awi-teams/ATG/LOTG/SCHADMIN/4%20Distance%20Education/Personnel%20Reporting.pdf>.

Good Luck

Annual employment and promotion boards:

Written Feedback:

7. Explain the principles of a soldier's annual report as described within the organisation's policies. Again, NZDF civilians may alter the headings to summarise their own reporting system principles.

Based on Observations:

Based on performance, not personality:

Development focused:

Decisive:

Concise:

SMART:

8. Task Two: Develop and submit a performance management plan. Enclose a copy of the actual performance management plan (Command Note-book Observation Form and Performance Development Plan) for your assessor.

9. Task Three: Describe, either by words or flowchart, the performance monitoring process you established or applied for the staff member. If an existing process was used describe it. The process should cover preliminary preparation, through-period activities or expectations, timelines and final appraisal components of the process, including any post appraisal components. Use reverse of this page if more space is needed.

10. Task Four: Describe the procedure to be applied when dealing with unsatisfactory performance.

Collate this questionnaire with your other documentary evidence.

Rank: _____ Name/Inits: _____ Signature: _____

Manager/Supervisor Verification Form
Unit Standard 23396
Demonstrate knowledge of performance management planning
Subordinate

To the Manager/Supervisor,

This verification form contributes to aspects of the candidate's assessment against the above unit standard. Please indicate, where applicable, your satisfaction with the candidate's performance as described below. Only confirm those aspects or criteria that you have clearly observed.

| | |
|----------------------------------|--------------------|
| Candidate: Regt No. _____ | Rank: _____ |
| Name/Inits: _____ | |
| Unit: _____ | Appt: _____ |

| Profile / Performance Expectation | |
|--|----------------------------------|
| <i>The candidate undertaking this assessment is being formally assessed against their ability to: develop a performance management plan.</i> | |
| Activity | Inits |
| Based on the information submitted in this pack the candidate: <ol style="list-style-type: none"> 1. Demonstrates accurate knowledge of the role of performance management in NZDF. 2. Would be capable of undertaking routine performance appraisal activity in accordance with organisational policies; or does so already. 3. Has developed a performance management plan that meets or conforms to organisational expectations. In particular, the candidate developed a plan that addressed the NZDF Competency Framework criteria. 4. Has an understanding, or actual experience, of the organisations procedures in dealing with unsatisfactory performance by subordinates. Final Comments or Observations (optional): | _____ _____ _____ _____ |

The above initialed statements are true and accurate:

Regt No. _____ Name/Inits: _____ Rank: _____ Unit: _____

Signature: _____ Date: / /

COMMAND NOTEBOOK – OBSERVATION FORM

Instructions:

- Candidate is to assess a subordinate against each competency in a progressive manner from the top of the list down to and include those competencies for the soldier's next rank bracket i.e. a CPL is assessed against the 'ALL PERSONNEL' and 'JNCO' competencies (to assess performance), as well as the 'SNCO' competencies (to assess potential for promotion).
- Details of the subordinate and their performance can be fictional for this Unit Standard as this task is to 'Develop' a performance plan only. Completion of the Reviewing Officer comments and soldier acknowledgement is not required.
- Double click any grading box and select the 'CHECKED' default value to fill in the selected box.

| Soldier's Name | | | | | | | |
|-----------------------------------|----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|----------|
| Activity | | | | | | | |
| Soldier's Role During Observation | | | | | | | |
| Period of Observation | | | | | | | |
| COMPETENCIES | | 1 | 2 | 3 | 4 | N/O | COMMENTS |
| All Personnel | Maintaining Self-Discipline | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| | Positive Outlook | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| | Time Management | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| | Building Trust | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| | Adaptability | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| | Work & Safety Standards | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| | Communicating with Others | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| | Drive & Stress Tolerance | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| | Contributing to the Team | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| | Managing Own Development | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| | Physical Fitness | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| JNCO's | Making Decisions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| | Maintaining Discipline Standards | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| | Coaching | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| | Planning & Organising | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| SNCO's | Initiating Action | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| | Delegating Tasks | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| | Building a Successful Team | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| | Inspiring Others | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| | Performance Management | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Communicating & Influencing | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | | |
| WO's | Leading Through Vision & Values | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| | Building Relationships | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |

Reporting Officer's Summary on Performance

Two Strongest Competencies **from the List of 23 Above:**

- 1.
- 2.

Two Least Strong Competencies **from the List of 23 Above:**

- 1.
- 2.

Performance Summary:

_____ / _____ 200
(Signature) (Name) (Rank) (Appt) (Date)

Reviewing Officer's Comments on Performance

_____ / _____ 200
(Signature) (Name) (Rank) (Appt) (Date)

Soldier's Acknowledgement

I have sighted this report and the reporting officer has discussed it with me. I propose to make a written comment
YES / NO

Subject Soldier. _____ / _____ / 20..
(Signature) (Date)

| | |
|--|------------------|
| Performance Development Plan (PDP) Competency Level - All | |
| Employee's Name: (Subordinate) | Position: |
| Manager's Name: (Candidate) | Position: |

| | |
|---|--|
| Performance and Development Planning | |
| Performance Plan | |
| Performance expectations: List what the employee has agreed with manager (candidate) to achieve over the year and how achievements will be measured (e.g. time, date, amount). Include at least 2-3 expectations, and up to a maximum of 7. | |
| <u>Expectations: (What is to be achieved)</u> | <u>How the achievements will be measured:</u> |
| <p>Behavioural expectations (NZDF Competency Level – All): The following NZDF competencies describe the indicative behaviours that the employee is expected to demonstrate in carrying out their work. The NZDF values of Courage, Commitment, Comradeship and Integrity are reflected in the competencies</p> <ul style="list-style-type: none"> • Maintaining Self-Discipline • Positive Outlook • Time management • Building trust • Adaptability • Work and safety standards • Communicating with others • Drive and stress tolerance • Contributing to the team • Managing own development • Physical Fitness | |
| Employee's signature: | Date: |
| Immediate Manager's signature: | Date: |

Development plan. (Immediate manager and employee to discuss and agree plan)

What additional experience, skills, and/or behaviour changes would help the employee to be more effective in their current role? What resources or support are required to achieve the performance and behavioural expectations? For example, provision of feedback, on the job experience or training, working on special projects, attendance at a training course, study, reading, working with a buddy, coaching.

| What is needed (Development Needs): | How this will be achieved (Training): | Who is responsible: | When it will happen (Time Frame): |
|--|--|----------------------------|--|
| | | | |

Employee's signature: _____ **Date:** _____

Immediate manager's signature: _____ **Date:** _____

Evidence Summary

for final assessment of

Unit Standard 23396

‘Demonstrate knowledge of performance management planning’

| Element / Task | Evidence Required | Resp |
|--------------------|--|----------------------|
| <u>Element One</u> | | |
| PC 1.1 | Questionnaire/Supervisor Verification | Candidate |
| PC 1.2 | Questionnaire/Supervisor Verification | Candidate |
| PC 1.3 | Questionnaire/Supervisor Verification | Candidate |
| PC 1.4 | Questionnaire/Supervisor Verification | Candidate |
| <u>Element Two</u> | | |
| PC 2.1 | Task Two/ Command Notebook and PDP | Candidate WPA |
| PC 2.2 | Supervisor Verification/ Command Notebook and PDP | Supervisor/Candidate |
| PC 2.3 | Questionnaire – Task Three/ Supervisor Verification | Supervisor/Candidate |
| PC 2.4 | Questionnaire – Task Four/ Supervisor Verification | Supervisor/Candidate |