

EMPLOYEE PERFORMANCE MANAGEMENT

SYLLABUS

October 2020

Written & Delivered By:



PEREGRINE

— GLOBAL SERVICES —

ACADEMICS • LEADERSHIP • PUBLICATIONS

EMPLOYEE PERFORMANCE MANAGEMENT

Overview

An organization's success is largely dependent on how well every employee performs. Yet many supervisors, managers, and even some senior leaders struggle with maximizing employee performance while also keeping employee morale high and turnover low. Many times, when productivity suffers, there is an identifiable root cause. Issues like dissatisfied employees, the wrong fit for the role, not enough training, lacking the right tools, conflicting priorities, and unclear expectations can all get in the way of employee productivity. Identifying these root causes can help uncover the path to maximum productivity. Once root causes have been identified, employee performance management can begin.

The purpose of this module is to develop an understanding of employee performance management and apply good performance management techniques that will address issues and improve employee performance.

Learners

This module is designed for anyone who is directly involved in employee performance management including supervisors, managers, team leaders, coordinators, and directors.

The module may qualify for Continuing Education Units (CEU) for professional certifications depending on the professional association.

Learning Outcomes

The learning outcomes for the module are as follows. With the completion of this module, learners should be able to:

1. Understand the principles of employee management and how to address employee performance problems.
2. Conduct employee counseling to improve employee performance.
3. Conduct employee performance reviews to improve employee performance.
4. Manage employee conflict productively.
5. Resolve employee performance problems.

Curriculum

<u>Section</u>	<u>Topics / Subtopics</u>
Section 1: Introduction to Employee Performance Management	<ul style="list-style-type: none"> • Techniques to Manage and Improve Employee Performance • How to be a Good Supervisor: 5 Steps Article • A Learning Guide to Performance Management • Supervising the Difficult Employee Video • S.M.A.R.T. Goals • Managing Employee Performance Problems • Addressing Employee Performance Problems
Section 2: Counseling	<ul style="list-style-type: none"> • Types of Performance Problems • Effectively Address Employee Performance Issues • Addressing Employee Performance Problems Video • Best Practices for Managing Employee Performance Issues • Managing A Chronically Late Employee Video • How to Handle Poor Employee Performance Effectively • Key Tips to Remember When Counseling and Disciplining Employees Article • How to Talk to an Employee Regarding Efficient Work • How to Conduct an Employee Counseling Session Correctly Article • 5 Steps to Effective Employee Counseling Article
Section 3: Performance Reviews	<ul style="list-style-type: none"> • Employee Relations Issues You Should Be Documenting • Improving Performance Appraisals • Phrases to Use in Performance Reviews and Other Difficult Conversations • Employee Counseling: Meaning, Definition, Characteristics, and Objectives Article • Let's Talk: The Difficult Performance Appraisal Video • Common Problems with Performance Appraisals
Section 4: Managing Conflict	<ul style="list-style-type: none"> • How to Have a Performance Conversation with an Employee

	<ul style="list-style-type: none"> • 4 Ways Leaders Effectively Manage Employee Conflict Article • How to Handle Overly Social Employees • Managing Conflict at Work Video • Talking About Poor Performance
Section 5: Application and Assessment	<ul style="list-style-type: none"> • Solving the Most Common Performance Problems • Characteristics of Effective Supervisors Article • Assessment

References and Additional Readings

Llopis G. (November 28, 2014). 4 Ways Leaders Effectively Manage Employee Conflict.

<https://www.forbes.com/sites/glennllopis/2014/11/28/4-ways-leaders-effectively-manage-employee-conflict/#7f5679fd5e15>

Rodgers, E. (February 18, 2019). How to be a good supervisor: 5 steps.

<https://www.perkbox.com/uk/resources/blog/how-to-be-a-good-supervisor-5-steps>

Colter, C. (September 1986). Characteristics of Effective Supervisors.

<https://www.grocer.coop/articles/characteristics-effective-supervisors>

Flores, M. L. (March 27, 2015). Key tips to remember when counseling and disciplining

employees. <https://hrdailyadvisor.blr.com/2015/03/27/key-tips-to-remember-when-counseling-and-disciplining-employees/>

Emerald, S. (July 29, 2019). How to Conduct an Employee Counseling Session Correctly.

<https://bizfluent.com/info-12085538-guidelines-positive-discipline-workplace.html>

Business Management Ideas (2019). Employee Counselling: Meaning, Definition, Characteristics

and Objectives. <https://www.businessmanagementideas.com/employee-management/employee-counselling-meaning-definition-characteristics-and-objectives/19856>

Seton, B. (October 1, 2019). 5 STEPS TO EFFECTIVE EMPLOYEE COUNSELING.

<https://www.yoh.com/blog/5-steps-to-effective-employee-counseling>

Delivery

The module is delivered using Peregrine’s Learning Management System (LMS) known as CMAD. Instruction is asynchronous with online learning activities.

Assessment

Within each section, there are in-progress quizzes and short exercises to ensure understanding of the instructional content.

A completion certificate is issued when the learner obtains at least 80% on the final exam, which includes a question based on each learning outcome.

Hours and Articulation

Learner hours are shown in the following table. The hours are based on both the time within the module and time away from the module conducting application activities.

<u>Section</u>	<u>Hours</u>
Section 1: Introduction to Employee Performance Management	1
Section 2: Counseling	2
Section 3: Performance Reviews	2
Section 4: Managing Conflict	1
Section 5: Application and Assessment	1
Total Hours	7