
TITLE: Monitor the on-going performance of a selected Public Service Department in the context of human resource planning

NLRD

LEVEL ON NQF: 6

CREDITS: 3

FIELD: Business, Commerce and Management Studies

SUB FIELD: Generic Management

PURPOSE:

This Unit Standard is intended for learners in senior and middle management in the Public Service who are required to monitor and evaluate the on-going effectiveness of a Department and its personnel. The Unit Standard is a building block that scaffolds learning allowing learners to develop competencies that will enhance their ability to do strategic human resource planning, but does not actually require learners to develop strategic human resource plans.

The qualifying learner is capable of:

- Exploring different methods or techniques for monitoring performance in a selected Public Service Department.
- Analysing the performance of a Department.
- Identifying critical human resource issues in a Department.
- Adjusting a Departmental plan to address unforeseen challenges.

LEARNING ASSUMED TO BE IN PLACE:

It is assumed that learners are competent in Communication and Mathematical Literacy at Level 4.

SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA:

Specific Outcome 1: Explore different methods or techniques for monitoring performance in a selected Public Service Department

Assessment Criteria:

- 1.1 A strategy is devised for monitoring a selected Department.
- 1.2 Criteria for measuring performance in a Department are developed and aligned to the Department's strategic plan.

Specific Outcome 2: Analyse the performance of a Department

Assessment Criteria:

- 2.1. A Department's performance is analysed against the Department's mandate, strategic plan and required outputs.

- 2.2. The relationship between leadership and performance in a Department is analysed with reference to the impact on service delivery.

Specific Outcome 3: Identify critical human resource issues in a Department

Assessment Criteria:

- 3.1. Human resource trends in a Department are analysed in order to identify issues of performance and non-compliance.
- 3.2. Issues of service delivery are identified with reference to a Department's performance standards.
- 3.3. The relation between employee motivation and performance is discussed with reference to organisational climate.

Specific Outcome 4: Adjust a departmental plan to address unforeseen challenges

Assessment Criteria:

- 4.1 A plan is adjusted to accommodate a change in priorities and/or new challenges.
- 4.2 A plan is reviewed and adjusted to accommodate omissions, strengthen weaknesses and address gaps.

ACCREDITATION AND MODERATION:

1. Anyone assessing a candidate against this Unit Standard must be registered as an assessor with the relevant ETQA or ETQA where a Memorandum of Understanding (MOU) exists with the relevant ETQA.
2. Any institution offering learning that will enable achievement of this Unit Standard must be accredited as a provider through the relevant ETQA or ETQA where a Memorandum of Understanding (MOU) exists with the relevant ETQA.
3. Moderation of assessment will be overseen by the relevant ETQA according to the moderation guidelines and the agreed ETQA procedures.

RANGE STATEMENT:

The typical scope of this Unit Standard is:

- Criteria for measuring performance include, but are not limited to, Key Performance Areas and Indicators, timeframe, what, why, how well, performance agreements, outputs, service level agreements and standards.
- Analysis of a Department's performance includes reference to staffing patterns including, but not limited to, vacancy rate, recruitment, selection, succession planning, retention, diversity, absenteeism, employee wellness, performance management and learning and development.
- Human Resource trends include, but are not limited to, staffing patterns including, but not limited to, vacancy rate, recruitment, selection, succession planning, retention, diversity, absenteeism, employee wellness, performance management and learning and development, positive and negative performance, motivation and commitment.

NOTES:

CRITICAL CROSS-FIELD and DEVELOPMENTAL OUTCOMES:

This Unit Standard supports in particular, the following Critical Cross-field Outcomes at NQF Level 6:

1. The learner is able to identify and solve problems in which responses show that responsible decisions using critical and creative thinking have been made in adjusting a departmental plan to address unforeseen challenges.
2. The learner is able to collect, organise and critically evaluate information in monitoring the performance of a department.
3. The learner is able to work effectively with others as a member of a team, in monitoring the performance of a Department.
4. The learner is able to organise and manage him/herself and his/her activities responsibly and effectively in exploring methods for monitoring a Department's performance.
5. The learner is able to communicate effectively using visual, mathematics and language skills in the modes of oral and/or written presentations in monitoring a Department and adjusting a Departmental plan to address challenges.