
Proseminar CMI Awards - Sample Assignment

The following extract from ProSeminar's Learner's Handbook for the CMI Award 'Performance Management' is intended to give you a feel for the format and demands of assignments associated with CMI Level 5 Awards.

THE SCOPE OF THE UNIT & YOUR ASSIGNMENT

Scope of the Unit

CMI Unit 5003 'Performance Management' is designed to equip you to meet your responsibilities for managing the performance of staff reporting to you. (This includes both individual and team performance.) If you have no staff currently reporting to you, it should equip you to understand the practical issues facing line-managers managing the performance of their staff.

The emphasis in the assignment is on the formal processes of performance management such as setting/agreeing objectives, assessing performance and understanding and applying the organisation's grievance and disciplinary systems. Nonetheless, as you will appreciate, performance management systems should be integrated with good day-to-day management of staff and so you should find scope to include comments on, for instance, practical motivation, and the need for on-going (and skilled) critical feedback (i.e. not just not just dealing with critical elements during a performance appraisal.)

Your Assignment

Your assignment is to write a statement of approximately 3000 words which shows that, through your study and your reflection on experience, you have achieved each of the learning outcomes specified and have met the given assessment criteria.

These learning outcomes and their associated assessment criteria are specified in the table below.

Learning outcomes The learner will:	Assessment criteria The learner can:
1. Be able to identify and agree performance objectives	1.1 Explain the links between individual, team and organisational objectives 1.2 Identify the selection of and agree individual and team objectives 1.3 Identify and agree areas of individual and team responsibility in achieving objectives 1.4 Identify the need to create an environment of trust and support in others
2. Be able to assess performance and provide feedback	2.1 Evaluate and assess individual and team performance against objectives 2.2 Identify methods of providing feedback to individuals and teams on performance 2.3 Identify the clauses of conflict and describe strategies to minimise or prevent conflict 2.4 Explain recording systems for performance assessment for individuals or teams
3. Be able to understand performance support for improvement	3.1 Explain a performance improvement cycle 3.2 Discuss the indicators of poor performance 3.3 Evaluate the methods that support performance improvement



<p>4. Be able to understand and apply the organisation's disciplinary and grievance procedures</p>	<p>4.1 Discuss the organisation's disciplinary and grievance procedures 4.2 Identify the role of the manager in both a disciplinary and a grievance procedure 4.3 summarise the key aspects of legislation that applies to an organisation's disciplinary and grievance procedures</p>
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GUIDANCE ON COMPLETING YOUR ASSIGNMENT

Structuring Your Assignment

Our recommendation is that you follow the structure and order of the specified learning outcomes using a series of sub-headings accordingly. Thus, for instance, your first sub-heading might be:

- 1. Identifying and agreeing performance objectives

Under this heading you would need to discuss the range of issues required to meet the four assessment criteria for this section.

Your other sub-headings corresponding to each of the other learning outcomes could be:

- 2. Assessing performance and providing feedback
- 3. Supporting performance improvement
- 4. Disciplinary and grievance procedures

Please ensure that you balance your word count (roughly) equally between each of the sections and that you cover each of the assessment criteria.

Relating Concepts & Practice

Your discussion under each heading should show a critical understanding of established concepts, models and principles. It is essential that you combine this with practical examples from your own area and with reflections on actual experience particularly related to the difficulties involved and how they might be overcome. The experience you draw upon may be your own experience as a line-manager, or the experience of others with whom you have discussed the issue or things you have observed. You may even find it useful to draw upon your own experience of being line-managed but remember to relate your experiences to insights valuable to line-managers.

Writing Style

You will need to write to an appropriate professional and academic standard in a clear and fluent style. A fragmented list of notes and bullet points will not be acceptable. Please also ensure that your assignment is well laid-out and is carefully spell-checked and proofread.

The next section of the Learner's Handbook provides section-by-section guidance on content for the assignment with cross reference to the Workshop session and learning materials.