Golf Course Manager

UNIT 37

Identify areas of improvement for yourself and others

Overview

The aim of this unit is to provide the learner with the knowledge, understanding and skills to create and maintain an efficient and productive working environment in which they can work productively with their colleagues.

	Learner Outcomes The learner will:		Assessment Criteria The learner can:
1	be able to develop themselves to improve their performance	1.1	assess their performance and identify their development needs at appropriate intervals
		1.2	ensure their assessment is based on their current objectives and likely future requirements
		1.3	ensure their plans for personal development are consistent with the needs they have identified and the resources available
		1.4	ensure their plans for personal development contain specific, measurable, realistic and challenging objectives
		1.5	undertake development activities which are consistent with their plans for personal development
		1.6	update their plans for personal development at appropriate intervals
2	be able to identify and plan the development needs of teams and individuals	2.1	give opportunities to team members to help identify their own development needs and those of the team
		2.2	identify development needs for all the personnel for whom they are responsible
		2.3	where required, seek guidance from competent specialists

		2.4	ensure their records of identified development needs comply with organisational procedures
		2.5	ensure their plans reflect the identified training and development needs of all the personnel for whom they are responsible
		2.6	ensure their plans contain clear, relevant and realistic development objectives
		2.7	ensure their plans clearly identify the processes they will use and the resources they need
		2.8	ensure their assessment takes account of the skills they need to work effectively with other team members
		2.9	obtain support from relevant people to help create learning opportunities
		2.10	obtain feedback from relevant people and use it to enhance their performance in the future
3	be able to assess and improve the development of teams and individuals	3.1	agree the purpose of the appraisal and their role in it with relevant people
		3.2	give opportunities to team members to contribute to their own and their team's appraisal
		3.3	give all team members equal access to assessment against development objectives
		3.4	base the appraisal on sufficient, valid and reliable information
		3.5	identify and agree areas of improvement for the team/individuals
		3.6	give opportunities to those involved to help evaluate and improve development activities
		3.7	ensure their evaluation of the usefulness and applicability of development activities is based on sufficient valid and relevant information

		3.8	ensure their evaluation demonstrates the contribution development activities make to achieving team and organisational objectives
		3.9	show where development activities prove ineffective or inappropriate, agree alternatives which are capable of meeting the development needs they have identified
		3.10	present their recommendations for improving overall development practice to relevant people in an appropriate and timely manner
4	be able to identify and resolve difficulties with colleagues	4.1	identify problems that impact on the work of a colleague
		4.2	discuss the problem with the colleague(s) concerned
		4.3	agree a course of action to resolve the problem
		4.4	monitor the outcomes of the action
		4.5	implement grievance and disciplinary procedures
		4.6	maintain records of disciplinary action
5	know and understand how to develop themselves to improve their performance	5.1	explain the importance of getting feedback from others on their performance and how to encourage, enable and use such feedback in a constructive manner
		5.2	describe the principle skills required for effective managerial performance
		5.3	describe the current and likely future requirements and standards within their job role and how they correspond to their level of competence as a manager
		5.4	identify appropriate people from whom to get feedback on their performance
		5.5	describe the importance of continuing self development to managerial competence
		5.6	explain how to assess their own current level of competence

		5.7	explain how to develop a personal action plan for learning and self development with realistic but challenging objectives
		5.8	describe the types of support that may be available from their team members, colleagues, line managers and specialists
		5.9	explain how to identify the need for support, select an appropriate source and obtain required help
		5.10	describe the types of development activities and their relative advantages and disadvantages to their own situation
		5.11	explain how to assess their personal progress and update their plans accordingly
6	know and understand how to identify and plan the development needs of teams and individuals	6.1	explain how to present development needs to relevant people in a way which is likely to influence their decision-making positively
		6.2	describe the importance of human resource development to organisational effectiveness
		6.3	describe the importance of equality of opportunity in human resource development
		6.4	explain how to collect and validate the information they need to identify development needs
		6.5	explain the importance of good record keeping
		6.6	describe the importance of providing their team members with opportunities to identify their own development needs and those of the team
		6.7	explain how to encourage and enable team members to identify development needs
		6.8	describe the team objectives and organisational values that have a bearing on the identification of training needs

		6.9	explain how to identify development needs of their team and the information needed to do so
		6.10	describe the types of support and guidance that may be needed from specialists and how to get them
		6.11	describe the types of interpersonal skills required for effective teamwork
		6.12	describe the types of support which may be available from their team members, colleagues, line managers and specialists
		6.13	explain how to identify the need for support, select an appropriate source and obtain required help
		6.14	identify appropriate people from whom to get feedback on their performance
7	know and understand how to assess and improve the development of teams and individuals	7.1	describe the importance of equality of opportunity in providing opportunities for teams and individuals to contribute to their own assessments and how to ensure this
		7.2	explain how to collect and validate the information they need
		7.3	describe the importance of confidentiality when carrying out and reporting assessments
		7.4	describe the importance of agreeing the purpose of the assessments with relevant people
		7.5	describe the importance of team members contributing to the assessment of their own progress and how to encourage and enable them to do so
		7.6	describe the importance of assessing team members against development activities
		7.7	describe the team's development objectives
		7.8	describe the range of purposes that assessments have
		7.9	describe the principles of fair and objective assessment

		7.10	describe the methods which may be used to assess the development of team members
		7.11	describe the information required to assess team members' development
		7.12	explain how to present recommendations in a way that is likely to influence decision makers positively
		7.13	describe the importance of continually reviewing and improving development activities to ongoing organisational effectiveness
		7.14	explain how to evaluate the contribution which development activities make to achieving team and organisational objectives and identify better alternatives
		7.15	describe the information which is needed to evaluate the usefulness and applicability of development activities
		7.16	explain how to collect and check the validity of the information they need
		7.17	describe the importance of giving opportunities to those involved to contribute to the evaluation and improvement of development activities
		7.18	explain how to encourage and enable those involved to provide useful feedback
		7.19	identify procedures to follow when making recommendations to improve development activities
8	know and understand how to identify and resolve difficulties with colleagues	8.1	explain legislative requirements to employment law, equal opportunities and health and safety
		8.2	describe the terms and conditions of their organisation
		8.3	explain management principles
		8.4	describe the importance of maintaining records and confidentiality in grievance and disciplinary procedures