

BES370-1

Performance Management and Coaching

1 Credit

Instructor: TBA

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BES370-1 Version: 4



Performance Management and Coaching

Calendar Description

This module provides learners with broad concepts of performance management and coaching including overseeing the work priorities of others, identifying, addressing, reviewing, developing and maintaining personal performance issues. Learners explore managing staff through coaching, the relation between coaching and leadership, performance reviews and modeling high standards of personal performance.

Rationale

Related theory provides students with guidance in their performance management and coaching practice. Identification of a personal performance issue leads students to examine their work practice critically and work pointedly on actual personal performance issues in area of emergency services. Coaching skills have proven to be effective for staff performance management. Reviewing the process of developing and maintaining personal performance helps students to look at performance management and coaching from a supervisor's perspective. The sources and methods for performance review in the area of emergency services allow students to address the identified personal performance issue effectively and efficiently.

Prerequisites

BES344-1, BES355-1, BES370-2, and BES370-3

Co-Requisites

None

Module Learning Outcomes

Upon successful completion of this course, students will be able to

1. gain practice in the process of developing, maintaining, and reviewing personal competencies.
2. apply coaching skills to improve staff performance.
3. identify and employ sources and methods for performance reviews in the areas of emergency services.

Resource Materials

Required e-text(s):

Langton, N., Robbins, S. P., & Judge, T. A. (2016) *Organizational Behaviour*. (7th Cdn ed.). Toronto: Pearson Prentice Hall.

Conduct of Module

This module is approximately 15 hours in length. It is delivered on-line and may involve individual, pair, and group work. Students are required to submit assignments, take part in asynchronous discussions, and undertake exercises in the workplace that call for reflective thinking. Participation in this module is paced and mandatory, and students are expected to practice time management skills accordingly. It is critical that each student read the assigned material and keep up to date with all objective tasks and assignments.

Student counseling: Students who are experiencing difficulty with the module should immediately consult the instructor by email.

Module withdrawal: Students should familiarize themselves with the school's module withdrawal policy and procedures, which are explained in the student handbook/calendar.

Students should budget approximately one to two hours of time in preparation for each one hour of the estimated 15 hours of class time.

All goals and evaluations of student application and demonstration of their knowledge and skills are determined as per the Online Discussion Grading Rubric and the Paper Grading Rubric linked within the module.

Evaluation Procedures

This module uses a variety of assessment tools to evaluate student performance. The final grade is an aggregate of the following components:

Objective 1	30%
Objective 2	<u>30%</u>
Objective 3	<u>20%</u>
Objective 4	<u>20%</u>
Total	100%

All marks are recorded as percentages and then converted to a final letter grade according to the criteria shown below.

Grade Equivalents and Course Pass Requirements

A minimum grade of D (50%) (1.00) is required to pass this course.

Letter	F	D	D+	C-	C	C+	B-	B	B+	A-	A	A+
Percent Range	0-49	50-52	53-56	57-59	60-64	65-69	70-74	75-79	80-84	85-89	90-94	95-100
Points	0.00	1.00	1.30	1.70	2.00	2.30	2.70	3.00	3.30	3.70	4.00	4.00

Students must maintain a cumulative grade of C (GPA - Grade Point Average of 2.00) in order to qualify to graduate.

Participation

Regular participation in threaded discussions is essential for success in the program. Absence for any reason does not relieve a student of the responsibility of completing course work and assignments to the satisfaction of the instructor. Poor participation may result in the termination of a student from a course(s).

If you do not meet the established participation requirements, your instructor will recommend that the Registrar withdraw you from the course. A failing grade of RW (Required to Withdraw) will appear on your transcript. No credit is earned. Calculated as a failing grade in GPA.

In cases of repeated absences due to illness, the student may be requested to submit a medical certificate.

Module Units/Topics

This module consists of three units:

1. Process of developing, maintaining, and reviewing personal competencies
 - A study and practice of the process of developing, maintaining, and reviewing personal competencies through individual and group work
2. Management by coaching
 - A discussion of effective use of coaching skills for staff performance management through individual and group work
3. Sources and methods for performance reviews
 - A review of the sources and methods for personal performance in the area of emergency services through individual and group work.



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