

252035 Select and coach first line managers

Purpose of this Unit Standard

This unit standard is intended for managers in all economic sectors. These managers would typically be second level managers such as heads of department, section heads or divisional heads, who may have more than one team reporting to them.

Persons credited with this unit standard are able to:

- Selecting a first line manager for a specific position.
- Planning the coaching process of a first line manager.
- Coaching selected first line manager.
- Monitoring and measuring the results of coaching sessions.

Learning Assumed to Be in Place and Recognition of Prior Learning

It is assumed that learners are competent in:

- Communication at NQF Level 4.
- Mathematical Literacy at NQF Level 4.
- Computer Literacy at NQF Level 4.

Outcomes

SO1: Select first line manager for a specific position.

SO2: Plan the coaching process of a first line manager.

SO3: Coach selected first line manager.

SO4: Monitor and measure the results of coaching sessions.

SAQA US ID	NQF LEVEL	CREDITS	US TITLE
252035	NQF Level 5	8	Select and coach first line managers

Duration: 2-Days

Content

Outcome 1

Select first line manager for a specific position.

- An analysis is conducted of the job profile to determine the key performance areas for the first line management position.
- Selection and weighting criteria for the Key Results Areas of the first line management position are described on the basis of the job profile.
- Liaison with the recruitment function of the entity is undertaken to ensure understanding of the requirements of the position.
- Interviewing, desk checking and/or other techniques are used to arrive at a short list of the candidates who applied for the position.
- Decisions are taken and offers made to the selected manager in accordance with organisational policies and procedures.

Outcome 2

Plan the coaching process of a first line manager.

- A coaching plan and schedule is drawn up according to identified priorities in a unit.
- Records of expected performance against the manager's Key Results Areas are prepared to serve as a basis for discussions with the selected manager.
- A system is implemented for recording the decisions, commitments made and other relevant information from the discussions.

Outcome 3

Coach selected first line manager.

- The purpose, content and schedule of the coaching process is explained to the selected manager in order to reach agreement on the coaching process.
- During the coaching sessions the selected manager's performance is discussed against the Key Result Areas and recorded for future reference.
- Identified gaps and actions to close them are agreed upon and recorded in the coaching action plan.
- Feedback given to the manager is honest, constructive and supportive.

Outcome 4

Monitor and measure the results of coaching sessions.

- Actions agreed to at a coaching session are monitored at the times agreed to during the coaching session.
- Positive feedback is given to the selected manager for accomplishments against the coaching action plan.
- Corrective actions agreed upon are recorded in areas where requirements in the coaching action plan have not been met.
- Follow up action taken on the basis of the manager's response to the coaching is in line with organisational policies and procedures.
- Line managers are encouraged to use the coaching process with people reporting to them after explaining and agreeing a system with them.



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