

SAQA ID 59201

NATIONAL CERTIFICATE: GENERIC MANAGEMENT

CLUSTER 4

Accredited
course
information:

Unit Standard ID

NQF Level

Credits

12140

5

9

Recruit and select candidates to fill defined positions

Accredited
course
information:

Unit Standard ID

NQF Level

Credits

252029

5

8

Lead people development and talent management

Accredited
course
information:

Unit Standard ID

NQF Level

Credits

252035

5

8

Select and coach first line managers

**Accredited
course
information:**

Unit Standard ID

NQF Level

Credits

252034

5

8

Monitor and evaluate team members against performance standards





Important Information

Please ensure that this logbook is kept in a safe place. It is one of the legal records of your program participation, and without this, you cannot receive credit for what you achieve

This logbook belongs to:	
Contact telephone number:	
My employer:	
My training provider:	
Date received:	
Date returned:	

Instructions to Learner

The completion and submission of this Logbook is essential for the Learners achievement of the qualification.

The following need to be noted before using this logbook:

1. The responsibility for the completion of the logbook lies with the Learner
2. Entries in the logbook must be clear, concise and in reasonable detail and where additional evidence is required please ensure that it is attached.
3. Learners are reminded that this logbook constitutes valuable record of work experience
4. If workplace experience cannot be attained for Exit Level Outcome, then a simulated working environment can be arranged in order to assess the abilities of the Learner
5. When in doubt, contact your assessor/mentor

Instruction to Mentor/Supervisor

Interpretation of the method used to assess learner's understanding

Key to Methods	Obs	Observation	Q	Questioning	PE	Product Evaluation
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This logbook must be completed by the **Appointed Mentor** to you as the Learner. Ensure to make an appointment with your Mentor before submitting your POE for assessment.

INSTRUCTION TO MENTOR

As an appointed Mentor to the learner, you play an important role in the development of a learner and should ensure that you check understanding of the relevant demonstratable outcomes. Carefully read what the learner needs to demonstrate, asks questions around the topic, and guide the learner on what evidence would be relevant to include in the portfolio, this evidence can include actual workplace tasks that are being performed and or where performed. Furthermore, ensure to give the learner positive, constructive feedback on workplace tasks related to the outcomes as set out below.

i.e if a learner was part of and or experienced a conflict situation, make comments on the how the learner handled the situation, what they could've done better etc. in the evidence cell and if necessary, at the comment section below.

If the outcome requires the learner to be part of a meeting, give the learner opportunity to do so, and give the feedback on what they did correctly and what they could do to improve.

The table also indicates activities that the learner needed to complete during the process in the Portfolio of evidence and after the process, check the activity and provide guidance and or praise where applicable.

WORKPLACE LOG

ID 12140 - Recruit and select candidates to fill defined positions.

<i>U. std</i>	<i>SO / AC (Reference)</i>	<i>Specific Outcomes and Assessment Criteria</i>	<i>Learner should be able to demonstrate/show understanding of the following</i>	<i>POE Activity COMPLETED</i>	<i>Method Used to assess understanding</i>	<i>Supporting Evidence to show learner 's understanding</i>	<i>Date Completed</i>
SO1: Plan and prepare for recruitment and selection.							
12140	1.1	Information is obtained on the position that is relevant and complete. Information is obtained on the position that is relevant and complete.	Learners you need be able to plan and prepare for recruitment and selection. Also have an understanding a selection procedure and what resources and methods needed for recruitment.	Summative 1	Mentor to observe learner's working the evidence submitted the copy of the advertisement/ information on the position / vacancy that you needed to recruit for You will observe the selection plan the learner used to fill the vacancy. Observe the learner's specific selection criteria that the learner used to fill this vacancy.		
12140	1.2	A selection procedure is selected or designed and is ensured to be appropriate for the specific position and in line with organisational and legal requirements.		Summative 1			
12140	1.3	The selection procedure is confirmed to be a validated procedure.		Summative 1			
12140	1.4	Resources and methods needed for recruitment and selection are identified and budgets prepared and managed. The resources are available, within budget and fit for purpose.		Summative 1			
12140	1.5	Selection criteria and control procedures are developed in line with organisational and		Summative 1			

U. std	SO / AC (Reference)	Specific Outcomes and Assessment Criteria	Learner should be able to demonstrate/show understanding of the following	POE Activity COMPLETED	Method Used to assess understanding	Supporting Evidence to show learner 's understanding	Date Completed	
		legal requirements and avoid partiality or bias.						
12140	1.6	A plan is developed that ensures effective and efficient recruitment and selection. A plan is developed that ensures effective and efficient recruitment and selection.		Summative 1				
SO2: Recruit applicants.								
12140	2.1	Recruitment is conducted in accordance with the plan and in such a way as to have the potential to elicit the desired response from the target market.	Learner you should be able to recruit applicants according to the plan. You must do the initial screening to determine if applicants meet the critical job specifications.	Summative 1	Mentor you will have to observe learner's showing that they have screened the applicants and dealt with applicant responses			
12140	2.2	Responses are dealt with in accordance to planned control procedures.		Summative 1			Observe the printed copy of the list of potential candidates that learner provided as evidence	
12140	2.3	The initial screening determines if applicants meet the critical job specifications and requirements to expedite the departure of unsuitable applicants.		Summative 1				
12140	2.4	Implementation of corrective action following the evaluation of the initial recruitment plan, if the initial		Summative 1				

U. std	SO / AC (Reference)	Specific Outcomes and Assessment Criteria	Learner should be able to demonstrate/show understanding of the following	POE Activity COMPLETED	Method Used to assess understanding	Supporting Evidence to show learner 's understanding	Date Completed
		screening does not elicit desired responses.					
12140	2.5	A list of potential candidates is prepared to facilitate selection.		Summative 1			
12140	2.6	An applicant database is managed in accordance with legislation and organisational requirements.		Summative 1			
12140	2.7	Unplanned events are dealt with in accordance with the circumstances and contingency plans are initiated.		Summative 1			
SO3: Select staff.							
12140	3.1	Backgrounds and qualifications are validated using appropriate verification methods according to the plan.	Learner you need be able to select suitable staff. You need to be able to do background check for all applicants and also interview candidates Draw up a shortlist to reflect the results of the assessment of candidates.	Summative 1	Mentor you will have to observe learner's work that is provided as evidence where the learner has assessed the candidates and validated the backgrounds and qualifications of the candidates. Observe the notes of the interviews together with all the documents		
12140	3.2	Candidates are assessed against the requirements of the defined position.		Summative 1			
12140	3.3	Candidates are interviewed using best practice techniques appropriate to the defined position.		Summative 1			
12140	3.4	A shortlist is drawn up to reflect the results of the		Summative 1			



U. std	SO / AC (Reference)	Specific Outcomes and Assessment Criteria	Learner should be able to demonstrate/show understanding of the following	POE Activity COMPLETED	Method Used to assess understanding	Supporting Evidence to show learner 's understanding	Date Completed
		assessment of candidates. The shortlist can be justified in terms of the match between candidate profile and job requirements.			used during the interview.		
12140	3.5	Selections are made in accordance with planned strategy and can be justified in terms of best match between candidate profile and job and organisation requirements and meeting legislative requirements.		Summative 1	Observe examples of the feedback that the learner has given the candidates – one for the successful candidate and one for the unsuccessful candidate		
12140	3.6	Feedback is relevant to the enquiry and the job requirements and is given to both successful and unsuccessful candidates tactfully according to the planned time framework and legal requirements.		Summative 1	Observe the documents that the learner needed to submit to designated personnel.		
12140	3.7	Records are documented to facilitate further processing and reflect agreements reached and successful candidate details accurately. Records are authorised and forwarded to designated personnel.		Summative 1			

U. std	SO / AC (Reference)	Specific Outcomes and Assessment Criteria	Learner should be able to demonstrate/show understanding of the following	POE Activity COMPLETED	Method Used to assess understanding	Supporting Evidence to show learner 's understanding	Date Completed
12140	3.8	Unplanned events are dealt with in accordance with the circumstances, and contingency plans are initiated.		Summative 1			
Coach / Mentor Comment This section is compulsory, and must include positive, constructive feedback to the learner in the subject matter area being addressed.				Coach /Mentor Signature	Learner Signature	Assessor Signature	Moderator Signature
				caron elferink	P. Bhanu		



ID 252029 - Lead people development and talent management

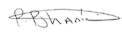
U. std	SO / AC (Reference)	Specific Outcomes and Assessment Criteria	Learner should be able to demonstrate/show understanding of the following	Activity to be Completed by Learner in the POE	Method Used to assess understanding	Supporting Evidence to show learner 's understanding	Date Completed
SO1: Analyse education, training and development needs of members of a unit.							
252029	1.1	The skills gaps and training needs of staff in the work unit are determined through the training needs analysis.	Learner you must be able to analyse the skills gaps and training needs of the staff. You need to check the results of performance appraisal and integrate them into the training needs analysis.	Summative 2	Mentor: Observe the learner's evidence provided by the learner (copy of your organisational policy / procedure / talent management strategy and the highlighted part where the conducted a training needs analysis of staff). Observe the training need analysis document indicating the career development of staff and stakeholders' input on the procedure.		
252029	1.2	The results from the recent performance appraisal are integrated into the training needs analysis.		Summative 2			
252029	1.3	The entity's talent management strategy was used as a basis for conducting the training needs analysis of staff in the unit.		Summative 2			
252029	1.4	Stakeholder input was obtained to reach agreement on the interpretation of the results of the training needs analysis.		Summative 2			
SO2: Record the results of the training needs analysis.							
252029	2.1	The development needs of staff to be addressed through training and non-	After the training analysis is done you must record all the findings and be able to identify if	Summative 2	Mentor to observe the learner's evidence as an example on your training needs analysis document to		

U. std	SO / AC (Reference)	Specific Outcomes and Assessment Criteria	Learner should be able to demonstrate/show understanding of the following	Activity to be Completed by Learner in the POE	Method Used to assess understanding	Supporting Evidence to show learner 's understanding	Date Completed
		training interventions are recorded in the training needs analysis report.	the development needs of staff and be addressed through training and non-training. Once you have completed the activities, you can provide evidence in the form of report on the training needs analysis		show the linking of the development needs to the talent management strategy of the organisation		
252029	2.2	The development needs are related to the career development paths of individual staff members in accordance with the requirements of the entity.		Summative 2			
252029	2.3	The development needs are linked to the talent management strategy of the entity.		Summative 2			
252029	2.4	The report on the training needs analysis is communicated to interested parties in a usable format.		Summative 2			
SO3: Compile a people development plan for a unit.							
252029	3.1	The types of the learning programmes described in the plan are motivated in terms of the development needs identified	Learner you need identify how the Skills Development Levies Act and how it is relevant to people development	Summative 2	Mentor: Observe the learner's work when compiling people development plan also observe types of learning programme the learner		

U. std	SO / AC (Reference)	Specific Outcomes and Assessment Criteria	Learner should be able to demonstrate/show understanding of the following	Activity to be Completed by Learner in the POE	Method Used to assess understanding	Supporting Evidence to show learner 's understanding	Date Completed
		through the training needs analysis conducted.	processes in the organisation. You need to be able to show understanding of different types of learning programmes.		decided to use and the objectives and desired outcomes of the planned learning programmes.		
252029	3.2	The objectives and desired outcomes of the planned learning programmes are appropriately linked to the needs identified in the training needs analysis.		Summative 2			
252029	3.3	The responsibilities for the implementation of the plan and time frames are stipulated to enhance effective implementation.		Summative 2			
252029	3.4	The role of the unit manager in relation to talent management and people development within a unit are motivated through practical examples.		Summative 2			



U. std	SO / AC (Reference)	Specific Outcomes and Assessment Criteria	Learner should be able to demonstrate/show understanding of the following	Activity to be Completed by Learner in the POE	Method Used to assess understanding	Supporting Evidence to show learner 's understanding	Date Completed
252029	3.5	The plan is aligned to the legal framework and internal requirements relating to skills development.		Summative 2			
252029	3.6	The commitment to promoting lifelong learning within a learning culture is reflected in the development plan.		Summative 2			
SO4: Manage the implementation of the people development plan of a unit.							
252029	4.1	The implementation is monitored to track progress against the people development plan and the quality requirements of the national skills development system.	Learner you need to be able to morning the implementation to track progress in the development plan. Be able to compile the report and be submitted for evaluation whether the planned objectives were achieved.	Summative 2	Mentor: you need to observe the learner's evaluation report showing the following: <ul style="list-style-type: none">Whether the planned objectives and outcomes were achievedGather and present the feedback received from staff / learners and other interested parties about the		
252029	4.2	Implementation reports submitted are analysed to evaluate whether the planned objectives and		Summative 2			

U. std	SO / AC (Reference)	Specific Outcomes and Assessment Criteria	Learner should be able to demonstrate/show understanding of the following	Activity to be Completed by Learner in the POE	Method Used to assess understanding	Supporting Evidence to show learner 's understanding	Date Completed	
		outcomes were achieved.			implementation / value of the PDP			
252029	4.3	The evaluation of learners and other interested parties is integrated into a final evaluation report with recommendations on improvements.		Summative 2	<ul style="list-style-type: none">Recommendations on improvements			
Coach / Mentor Comment This section is compulsory, and must include positive, constructive feedback to the learner in the subject matter area being addressed.					Coach /Mentor Signature	Learner Signature	Assessor Signature	Moderator Signature
					caron elferink			



ID 252035 - Select and coach first line managers.

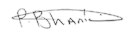
<i>U. std</i>	<i>SO / AC (Reference)</i>	<i>Specific Outcomes and Assessment Criteria</i>	<i>Learner should be able to demonstrate/ show understanding of the following</i>	<i>Activity to be Completed by Learner in the POE</i>	<i>Method Used to assess understanding</i>	<i>Supporting Evidence to show learner 's understanding</i>	<i>Date Completed</i>
SO1: Select first line manager for a specific position							
252035	1.1	An analysis is conducted of the job profile to determine the key performance areas for the first line management position.	Learner you should show understanding recruitment process and the key performance areas for the first line manager.	Summative 1	Mentor: Observe the learner's work when conduction recruitment and selection of first line management. Observe the following: <ul style="list-style-type: none">• The job profile document as supporting evidence• Key results areas of the first line management position on the basis of the job profile• A confirmation / follow-up email or meeting minutes as supporting evidence• The interview related documentation as supporting evidence		
252035	1.2	Selection and weighting criteria for the Key Results Areas of the first line management position are described on the basis of the job profile.		Summative 2			
252035	1.3	Liaison with the recruitment function of the entity is undertaken to ensure understanding of the requirements of the position.		Summative 1			
252035	1.4	Interviewing, desk checking and/or other techniques are used to arrive at a short list of the		Summative 1			

U. std	SO / AC (Reference)	Specific Outcomes and Assessment Criteria	Learner should be able to demonstrate/ show understanding of the following	Activity to be Completed by Learner in the POE	Method Used to assess understanding	Supporting Evidence to show learner 's understanding	Date Completed
		candidates who applied for the position.					
252035	1.5	Decisions are taken and offers made to the selected manager in accordance with organisational policies and procedures.		Summative 1			
SO2: Plan the coaching process of a first line manager.							
252035	2.1	A coaching plan and schedule is drawn up according to identified priorities in a unit	Learner you must be able to establish systems for monitoring performance for the team members.	Summative 2	Mentor: Observe the learner's work developing a coaching plan and drawn up schedule.		
252035	2.2	Records of expected performance against the manager's Key Results Areas are prepared to serve as a basis for discussions with the selected manager.	You need to make sure that you select the performance monitoring system that is in line with the entity's policies and procedures for performance assessment.	Summative 2			
252035	2.3	A system is implemented for recording the decisions, commitments made and other relevant		Summative 2			

<i>U. std</i>	<i>SO / AC (Reference)</i>	<i>Specific Outcomes and Assessment Criteria</i>	<i>Learner should be able to demonstrate/ show understanding of the following</i>	<i>Activity to be Completed by Learner in the POE</i>	<i>Method Used to assess understanding</i>	<i>Supporting Evidence to show learner 's understanding</i>	<i>Date Completed</i>
		information from the discussions.					
SO3: Coach selected first line manager.							
252035	3.1	The purpose, content and schedule of the coaching process is explained to the selected manager in order to reach agreement on the coaching process.	Learner you need to be able to make all necessary arrangements for the performance review including the time, place and nature of the review. You need to ensure that all	Summative 1	Mentor: You need to observe the learner's completed work coaching section showing the recordings, meeting notes, meeting minutes, completed coaching forms.		
252035	3.2	During the coaching sessions the selected manager's performance is discussed against the Key Result Areas and recorded for future reference.		Summative 2			
252035	3.3	Identified gaps and actions to close them are agreed upon and recorded in the coaching action plan.		Summative 1			
252035	3.4	Feedback is given to the manager is honest, constructive and supportive		Summative 3			

<i>U. std</i>	<i>SO / AC (Reference)</i>	<i>Specific Outcomes and Assessment Criteria</i>	<i>Learner should be able to demonstrate/ show understanding of the following</i>	<i>Activity to be Completed by Learner in the POE</i>	<i>Method Used to assess understanding</i>	<i>Supporting Evidence to show learner 's understanding</i>	<i>Date Completed</i>
SO4: Monitor and measure the results of coaching sessions.							
252035	4.1	Actions agreed to at a coaching session are monitored at the times agreed to during the coaching session.	Learner you need to be able to demonstrate how you will address performance gaps and build on positive performance. You need to identify information must your action plan contain? Identify the process to follow to document and sign off agreed actions.	Summative 3	Mentor: Observe the submitted documents by the learner during the coaching session showing the following: <ul style="list-style-type: none"> Discussions held Identified gaps and actions to close them Feedback given Updated coaching action plan after every coaching session 		
252035	4.2	Positive feedback is given to the selected manager for accomplishments against the coaching action plan.		Summative 3			
252035	4.3	Corrective actions agreed upon are recorded in areas where requirements in the coaching action plan have not been met.		Summative 3			
252035	4.4	Follow up action taken on the basis of the manager's response to the coaching is in line with organisational policies and procedures.		Summative 3			
252035	4.5	Line managers are encouraged to use the coaching process with		Summative 3			



U. std	SO / AC (Reference)	Specific Outcomes and Assessment Criteria	Learner should be able to demonstrate/ show understanding of the following	Activity to be Completed by Learner in the POE	Method Used to assess understanding	Supporting Evidence to show learner ‘s understanding	Date Completed	
		people reporting to them after explaining and agreeing a system with them.						
Coach / Mentor Comment					Coach /Mentor Signature	Learner Signature	Assessor Signature	Moderator Signature
caron elferink								



ID 252034 - Monitor and evaluate team members against performance standards

U. std	SO / AC (Reference)	Specific Outcomes and Assessment Criteria	Learner should be able to demonstrate/ show understanding of the following	Activity to be Completed by Learner in the POE	Method Used to assess understanding	Supporting Evidence to show learner 's understanding	Date Completed
SO1: Formulate performance standards for team members in a unit.							
252034	1.1	Performance standards to be achieved by team members are formulated in relation to the unit's goals, objectives and deliverables.	Learner you should show understanding Performance management and Performance standards. Identify the methods for formulating key result areas and performance standards	Summative 4	Mentor: Observe the learner's understanding on formulation of performance standards for team members. Observe the learner while working on identifying the methods for formulating key results		
252034	1.2	Performance standards are clear and concise and specify the activities to be performed and the standards to which they are to be performed.		Summative 4			
252034	1.3	Feedback from team members is incorporated into the performance standards to promote the buy-in of team members in a unit.		Summative 4			
252034	1.4	Performance standards are recorded and documented according to the entity's policies and procedures.		Summative 4			
SO2: Establish systems for monitoring performance.							
252034	2.1	A variety of performance monitoring systems are identified	Learner you must be able to establish systems for monitoring	Summative 4	Mentor: Observe the learner's work they did		



U. std	SO / AC (Reference)	Specific Outcomes and Assessment Criteria	Learner should be able to demonstrate/ show understanding of the following	Activity to be Completed by Learner in the POE	Method Used to assess understanding	Supporting Evidence to show learner 's understanding	Date Completed
		and reviewed for possible use in a unit.	performance for the team members. You need to make sure that you select the performance monitoring system that is in line with the entity's policies and procedures for performance assessment.		while establishing the system for monitoring performance. You will observe evidence provided by the learner <ul style="list-style-type: none">The organisational policy and procedure for performance managementIdentify the learner's role in the performance management process as a manager of a team Observe a full set of blank performance management documents		
252034	2.2	The performance monitoring system selected is in line with the entity's policies and procedures for performance assessment.		Summative 4			
252034	2.3	The performance monitoring system is communicated to team members to promote buy-in.		Summative 4			
252034	2.4	The system for monitoring performance against standards is set up in accordance with the entity's policy and procedures.		Summative 4			
SO3: Prepare for a performance review of a team member.							
252034	3.1	The arrangements for the performance review are agreed with team member, including the time, place and nature of the review.	Learner you need to be able to make all necessary arrangements for the performance review including the time, place and nature of the review.	Summative 4	Mentor: You need to observe the learner's complete set of performance management documents		
252034	3.2	Preliminary assessment of performance against		Summative 4			

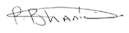


U. std	SO / AC (Reference)	Specific Outcomes and Assessment Criteria	Learner should be able to demonstrate/ show understanding of the following	Activity to be Completed by Learner in the POE	Method Used to assess understanding	Supporting Evidence to show learner 's understanding	Date Completed
		the agreed standards is conducted using monitoring systems.	You need to ensure that all prepared the documents to be used during the review in accordance with the organisation's policies and procedures.		completed for both staff / team members (above). Observe the feedback provided by the employee that the learner did performance review on.		
252034	3.3	Information gathered during the preliminary assessment is documented to be available for future reference.		Summative 4			
252034	3.4	Methods for giving constructive feedback are identified that make provision for reporting positive and negative findings.		Summative 4			
252034	3.5	Documents to be used during the review are prepared in accordance with the entity's policies and procedures.		Summative 4			
SO4: Conduct performance review interview.							
252034	4.1	The review is conducted in accordance with the arrangements previously agreed with the team member.	Learner you need to be able to demonstrate how you will address performance gaps and build on positive performance.	Summative 4	Mentor: Observe the learner's work and their understanding on how the learner monitor and measure the results.		
252034	4.2	Feedback provided to the team member is		Summative 4			



U. std	SO / AC (Reference)	Specific Outcomes and Assessment Criteria	Learner should be able to demonstrate/ show understanding of the following	Activity to be Completed by Learner in the POE	Method Used to assess understanding	Supporting Evidence to show learner 's understanding	Date Completed
		relevant and fair and communicated in a constructive and supportive manner.	You need to identify information must your action plan contain? Identify the process to follow to document and sign off agreed actions.				
252034	4.3	Findings on positive and negative aspects of the member's performance are recorded accurately, fairly and honestly for report back and follow-up.		Summative 4			
252034	4.4	An action plan to address performance gaps and build on positive performance is agreed upon with the employee.		Summative 4			
252034	4.5	Agreed actions are documented and signed by both parties. Agreed actions are documented and signed by both parties.		Summative 4			



U. std	SO / AC (Reference)	Specific Outcomes and Assessment Criteria	Learner should be able to demonstrate/ show understanding of the following	Activity to be Completed by Learner in the POE	Method Used to assess understanding		Supporting Evidence to show learner 's understanding	Date Completed
Coach / Mentor Comment					Coach /Mentor Signature	Learner Signature	Assessor Signature	Moderator Signature
					caron elferink			



FEEDBACK REPORT

Instruction to Mentor: Complete the workplace performance report below as an overall outcome to all the above activities. Rate the learner based on the interactions. A true and honest reflection is important to ensure the learner is not mis-guided and or mis-represented.

WORKPLACE Performance scale FEEDBACK ON LEARNER

Scale			
1= Below Expectations			
2= Meets Expectations			
3= Exceed Expectations			
Behavioural Attributes	1	2	3
Quality and quantity of work:			
Punctuality:			
Communication skills:			
Interrelationship with staff members:			
Problem solving:			
Overall Comments by Supervisor/Mentor:			
Mentor/Supervisor's Signature:		Date:	
<i>caron elferink</i>			

GENERAL COMMENTS FROM LEARNER

Instructions to learner: Complete the following section to reflect your daily duties and or major tasks and activities that you complete daily/monthly. Make special reference to communication tasks, how you communicate and what methods are generally used in your workplace.