



**Australian Government**

**Department of Education, Employment and Workplace Relations**

# **BSBHRM503A Manage performance management systems**

**Release: 1**

## **BSBHRM503A Manage performance management systems**

### **Modification History**

### **Unit Descriptor**

This unit describes the performance outcomes, skills and knowledge required to design, implement and oversee performance management systems.

It includes ongoing performance feedback strategies as well as formal performance feedback meetings. Specific intervention associated with underperformance and/or misconduct is also included.

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

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### **Application of the Unit**

This unit applies to individuals with a well established, sound theoretical knowledge base in human resources management and performance management who are proficient in using a range of specialised technical and managerial techniques to plan, carry out and evaluate their own work and/or the work of a team.

They may or may not have staff who report to them but they are authorised to ensure the establishment of an effective performance management system for the organisation.

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### **Licensing/Regulatory Information**

Refer to Unit Descriptor

## Pre-Requisites

## Employability Skills Information

This unit contains employability skills.

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## Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.

Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.

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## Elements and Performance Criteria

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Element	Performance Criteria
1 Develop performance management systems	<ul style="list-style-type: none"><li>1.1 Analyse strategic and operational plans to identify relevant policies and objectives for <b>performance management</b> system</li><li>1.2 Design methods and processes for line managers to develop <b>key performance indicators</b> for positions reporting to them</li><li>1.3 Develop organisational timeframes and processes for formal performance management sessions</li><li>1.4 Ensure systems developed are flexible enough to cover the range of <b>employment situations</b> within the organisation</li><li>1.5 Consult with key stakeholders about the system and agree on its features</li><li>1.6 Gain support for the implementation of the performance management system</li></ul>

- 2 Implement performance management systems
  - 2.1 Train relevant groups and individuals to monitor performance and to identify **performance gaps**
  - 2.2 Ensure that line managers are monitoring performance regularly and that **intervention** occurs to acknowledge poor performance and excellent performance
  - 2.3 Work with line managers, where necessary, to assist them to address poor performance in accordance with organisational policies and legal requirements
  - 2.4 Support line managers to counsel and discipline employees who continue to perform below standard
  - 2.5 Provide support to **terminate** employees who fail to respond to interventions, in accordance with organisational protocols and legislative requirements
  - 2.6 Recognise excellence in accordance with organisational policy
  - 2.7 Ensure documented outcomes of performance management sessions are accessible and are stored in accordance with organisational policy
- 3 Coordinate formal feedback processes
  - 3.1 Develop performance feedback plans by relevant managers/team leaders and lodge them with human resources staff
  - 3.2 Provide training and assistance to managers/team leaders participating in the feedback process
  - 3.3 Agree on and sign, plans for performance improvement and **individual learning and development**
  - 3.4 Establish processes to deal with any problems or grievances which arise from the performance feedback
  - 3.5 Make available specialist advice on **career development** to participants in the process

- 4 Coordinate individual/group learning development plans
  - 4.1 Contract **appropriate providers** for performance development, as identified by the plans, in accordance with organisational policies
  - 4.2 Design learning and development plans to contribute to the development of a **learning organisation**
  - 4.3 Deliver learning and development plans according to agreed timeframes and ensure they deliver **specified outcomes**
  - 4.4 Monitor learning and development activities to ensure compliance with **quality assurance standards**
  - 4.5 Negotiate **remedial action** with providers where necessary
  - 4.6 Generate reports to advise appropriate managers on progress and success rates of activities
  - 4.7 Regularly evaluate and improve all aspects of the performance management system, in keeping with organisational objectives and policies

## **Required Skills and Knowledge**

This section describes the skills and knowledge required for this unit.

### **Required skills**

analytical skills to ensure system is practical and gathers necessary information

conflict management skills to deal with grievances, disputes or disagreements that may arise

leadership skills to obtain support and endorsement of the performance management system across the organisation

training, coaching, mentoring and facilitation skills to ensure managers are competent to deliver the systems.

### **Required knowledge**

equal employment opportunity, diversity and anti-discrimination policies and legislation

grievance procedures

models for giving feedback and options for skill development

options in the design of performance management systems

role of performance management in relation to broader human resources and business objectives.

## Evidence Guide

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

### Overview of assessment

#### Critical aspects for assessment and evidence required to demonstrate competency in this unit

Evidence of the following is essential:

demonstrated evidence of how a range of performance management systems work and their relative strengths and weaknesses

demonstrated understanding of how a performance development system aligns with human resources strategy

ability to design, gather support for, and implement an effective performance management system

knowledge of equal employment opportunity, diversity and anti-discrimination policies and legislation.

#### Context of and specific resources for assessment

Assessment must ensure:

access to appropriate documentation and resources normally used in the workplace.

#### Method of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:

assessment of written reports on performance management and performance development systems

direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate

observation of demonstrated techniques in performance management

observation of presentations

review of plans for performance improvement and individual learning and

development

review of reports generated to advise appropriate managers on progress and success rates of activities

oral or written questioning to assess knowledge of models for giving feedback and options for skill development.

**Guidance information for assessment**

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example:

BSBHRM507A Manage separation or termination

other units from the Diploma of Business (Human Resource Management).

**Range Statement**



The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

**Performance management** includes: a process or set of processes for establishing a shared understanding of what an individual or group is to achieve, and managing and developing individuals in a way which increases the probability it will be achieved in both the short and long term

**Key performance indicators** include: those measures developed to gauge performance outcomes against targets

**Employment situations** may include:

- casual and contract work
- full-time work
- marketing/sales
- office/clerical
- part-time work
- physical labour
- processing
- production
- technical/scientific
- tele-working
- warehousing/transport

**Performance gaps** may include situations where outcomes are less than those stated in the strategic objectives, such as:

- costs above budget
- disruptive conflict
- external interference
- failure to meet strategic and/or operational objectives
- lost time disputes
- low/high turnover of labour
- productivity below budget
- quality/occupational health and safety/environmental failure
- work bans/go slow

<b>Intervention</b> may include:	coaching counselling discipline giving praise recognition of good performance
<b>Termination</b> means:	cessation of the contract of employment between an employer and an employee, at the initiative of the employer within relevant industrial agreements
<b>Individual learning and development</b> may include:	enhancement of knowledge mentoring personal development project work skills training visits
<b>Career development</b> means:	plan of learning development and experiences to prepare a person for more rewarding positions
<b>Appropriate providers</b> include:	consultants external providers internal providers trainers
<b>Learning organisation</b> means:	organisation that displays the capacity to continually adapt to changes in its business environment
<b>Specified outcomes</b> means:	achievement of performance targets
<b>Quality assurance standards</b> means:	pre-determined statements relating to specifications on how a product or service is presented to the user
<b>Remedial action</b> means:	action designed to rectify a particular problem or aspect of performance

## **Unit Sector(s)**

empty

empt

## **Competency field**

Workforce Development - Human Resource Management

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