Australian Government

Department of Education, Employment and Workplace Relations

PSPHR616A Manage performance management system

Revision Number: 3

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Modification History

Release	TP Version	Comments
3	PSP12V1	Unit descriptor edited.
2	PSP04V4.2	Layout adjusted. No changes to content.
1	PSP04V4.1	Primary release.

Unit Descriptor

This unit covers the management of an organisation's performance management system to review and enhance employee performance. It includes developing a new or existing performance management framework, developing performance management processes, and managing the implementation of these processes.

In practice, managing a performance management system overlaps with other generalist and specialist workplace activities such as managing diversity, managing policy implementation, facilitating workforce effectiveness, managing human resource development.

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

Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements are the essential outcomes of the unit of competency.

Together, performance criteria specify the requirements for competent performance. Text in **_bold italics_** is explained in the Range Statement following.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. **Develop performance management framework**	1.1 Goals, objectives and required outcomes for the organisation's performance management framework are determined/confirmed in consultation with key *stakeholders* to improve the work effectiveness of the organisation.
	1.2 The performance management framework is established/developed through consideration of existing good practice models and is integrated with other key human resource functions and areas.
	1.3 The framework is linked to the organisation's operating context and strategic direction and developed through consultation with key stakeholders.
	1.4 Key performance management *elements* are included in the framework.
	1.5 The framework is developed based on the principles of natural justice, equity and fairness.
2. **Develop performance management processes**	2.1 *Performance management processes* are developed which utilise performance standards established and validated by key stakeholders.
	2.2 The processes are structured to provide for ongoing two-way communication between the performance manager, the employee, key stakeholders and clients.
	2.3 Inclusive processes are developed to respond to the needs of the range of business units, position types and diverse employee working styles represented within the organisation.
	2.4 The processes are structured to be flexible enough to allow for changes in the organisation's operating context and strategic direction.
	2.5 Options for dealing with inappropriate, over- or under-performance are detailed in the processes.
	2.6 *Information* and advice is provided to facilitate effective implementation and assessment of processes.
3. **Manage implementation of performance management processes**	3.1 An implementation plan is agreed in consultation with key stakeholders.
	3.2 Systems are managed to monitor the effectiveness of performance management processes in accordance with contractual obligations, *legislation*, *organisational policy* and needs, and in consultation with managers.
	3.3 *External and/or internal trends* or events which have an effect on the organisation's performance management processes are monitored and responses are formulated.
	3.4 Adjustments to processes are implemented as a result of monitoring and/or changed internal/external trends and/or events.
	3.5 Processes are monitored to gauge their effectiveness in

ELEMENT	PERFORMANCE CRITERIA
	providing support to staff involved in implementation.

Required Skills and Knowledge

This section describes the essential skills and knowledge and their level, required for this unit.

Skill requirements

Look for evidence that confirms skills in:

- engaging in effective consultation with stakeholders
- training, coaching, mentoring and facilitation
- undertaking conflict resolution, negotiation and counselling
- using a variety of words and language structures to explain complex ideas to different audiences
- interpreting and explaining complex, formal documents and assisting others to apply them in the workplace
- preparing written advice and reports requiring reasoning and precision of expression
- responding to diversity, including gender and disability
- applying occupational health and safety procedures in the context of managing a performance management system

Knowledge requirements

Look for evidence that confirms knowledge and understanding of:

- the performance management concept within an organisational context
- key components of performance management processes
- grievance procedures
- freedom of information, privacy, confidentiality
- development strategies to support performance management processes
- organisational goals, policies and procedures
- the concept of diversity and its integration within and across all human resource functions and areas
- equal employment opportunity, equity and diversity principles
- the relationships between human resource functions
- human resource policies and practices
- national and/or international models of good practice in performance management
- jurisdictional legislation applying to human resources, including occupational health and safety and environment

Evidence Guide

The Evidence Guide specifies the evidence required to demonstrate achievement in the unit of competency as a whole. It must be read in conjunction with the Unit descriptor, Performance Criteria, the Range Statement and the Assessment Guidelines for the Public Sector Training Package.

Units to be assessed together	• *Pre-requisite* units that must be achieved prior to this unit:*Nil*
	• *Co-requisite* units that must be assessed with this unit:*Nil*
	• *Co-assessed units* that may be assessed with this unit to increase the efficiency and realism of the assessment process include, but are not limited to:
	• PSPETHC601B Maintain and enhance confidence in public service
	• PSPGOV601B Apply government systems
	• PSPGOV604A Foster leadership and innovation
	• PSPGOV605A Persuade and influence opinion
	• PSPHR603B Provide advisory and mediation services
	• PSPHR615A Manage human resource development strategies
	• PSPHR619A Manage remuneration strategies and plans
	• PSPLEGN601B Manage compliance with legislation in the public sector
	• PSPMNGT611A Manage evaluations
	• PSPMNGT615A Influence workforce effectiveness
Overview of evidence requirements	In addition to integrated demonstration of the elements and their related performance criteria, look for evidence that confirms:
	• the knowledge requirements of this unit
	• the skill requirements of this unit
	• application of the Employability Skills as they relate to this unit (see Employability Summaries in Qualifications Framework)
	• performance management system managed in a range of (3 or more) contexts (or occasions, over time)
Resources required to carry out assessment	These resources include:
	• legislation, policies and procedures relating to performance management system development and management in the public sector
	• workplace scenarios and case studies to capture the range of situations likely to be encountered when managing a performance management system
	• performance management guidelines and other relevant

workplace materials

Where and how to assess evidence

Valid assessment of this unit requires:

- a workplace environment or one that closely resembles normal work practice and replicates the range of conditions likely to be encountered when managing performance management processes, including coping with difficulties, irregularities and breakdowns in routine
- performance management system managed in a range of (3 or more) contexts (or occasions, over time)

Assessment methods should reflect workplace demands, such as literacy, and the needs of particular groups, such as:

- people with disabilities
- people from culturally and linguistically diverse backgrounds
- Aboriginal and Torres Strait Islander people
- women
- young people
- older people
- people in rural and remote locations

Assessment methods suitable for valid and reliable assessment of this competency may include, but are not limited to, a combination of 2 or more of:

- case studies
- portfolios
- questioning
- scenarios
- authenticated evidence from the workplace and/or training courses

For consistency of assessment

Evidence must be gathered over time in a range of contexts to ensure the person can achieve the unit outcome and apply the competency in different situations or environments

Range Statement

RANGE STATEMENT

The Range Statement provides information about the context in which the unit of competency is carried out. The variables cater for differences between States and Territories and the Commonwealth, and between organisations and workplaces. They allow for different work requirements, work practices and knowledge. The Range Statement also provides a focus for assessment. It relates to the unit as a whole. Text in *bold italics* in the Performance Criteria is explained here.

Stakeholders may include:	• all those individuals and groups both inside and outside the organisation that have some direct interest in the organisation's behaviour, actions, products and services such as: 　• users of the human resource service 　• employees at all levels of the organisation 　• other public sector organisations 　• union and association representatives 　• boards of management 　• government 　• Ministers
Key performance management elements may include:	• framework • culture • tools • processes • work level standards • common language for standards and appraisals • reward and recognition strategies • professional development strategies • career management strategies • under-performance policy • grievance processes
Performance management refers to:	• planning and review of the on-the-job performance of individuals and groups of employees
Performance management processes may include:	• planning • measurement • reviews and appraisals • monitoring • evaluation • feedback • coaching

RANGE STATEMENT

	• performance agreements
	• learning and development plans
Information about performance management processes may be distributed through:	• written documentation
	• manuals
	• policy and procedure statements, guides
	• information brochures and pamphlets
	• oral advice and guidance
	• one-on-one meetings
	• small group meetings
	• telephone contact and/or electronic mail
	• training programs
Legislation and policy may include:	• Commonwealth and State/Territory legislation including equal employment opportunity, anti-discrimination and employment law
	• national and international codes of practice and standards
	• the organisation's policies and practices
	• government policy
	• codes of conduct
	• codes of ethics
	• public sector standards
	• security policy and procedures
Internal and external factors impacting upon performance management processes may include:	• emerging human resource development needs
	• changed financial or political circumstances
	• downsizing or organisation restructuring
	• opportunities for outsourcing changes in legislation or core business activities
	• changes in activities or aspirations of customers
	• organisational changes
	• labour market

Unit Sector(s)

Not applicable.

      Government Skills Australia

Competency field

Human Resource Management.