



Australian Government

Department of Education, Employment and Workplace Relations

BSBMGT502A Manage people performance

Release: 1

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Modification History

Not applicable.

Unit Descriptor

This unit covers the ability of managers to manage the performance of the staff who report to them directly. Development of **key result areas** and **key performance indicators** and standards, coupled with regular and timely coaching and feedback, provide the basis for performance management. It is a unit that all managers/prospective managers who have responsibility for other employees should strongly consider undertaking.

Consider co-assessment with BSBMGT604A Manage business operations.

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Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

Not applicable.

Elements and Performance Criteria Pre-Content

Not applicable.

Elements and Performance Criteria

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| Element | Performance Criteria |
|----------------------|--|
| 1 Allocate work | <ul style="list-style-type: none">1.1 Relevant groups and individuals are consulted on work to be allocated and resources to be deployed1.2 Work is allocated in accordance with operational plans1.3 Allocation of work is cost effective and appropriate in terms of the use of internal/external labour1.4 Performance standards, Code of Conduct and work outputs and processes are confirmed prior to commencement1.5 Performance indicators are developed for key result areas and are agreed prior to commencement of work1.6 Risk analyses are undertaken in accordance with the organisational risk management plan and legal requirements |
| 2 Assess performance | <ul style="list-style-type: none">2.1 Performance management and review processes are designed to be consistent with organisational objectives and policies2.2 Participants in the performance management and review process are trained2.3 Performance management processes are implemented in accordance with planning and timelines2.4 Performance is monitored and evaluated on a continuous basis |
| 3 Provide feedback | <ul style="list-style-type: none">3.1 Informal feedback is given in a regular, timely manner3.2 Poor performance is identified promptly and brought to the attention of the appropriate person3.3 On-the-job coaching is provided when necessary, both to improve performance and confirm excellence in performance |

- 3.4 Documentation of performance is in accordance with the performance management system
- 3.5 Formal structured feedback sessions occur as necessary and in accordance with organisational policy
- 4 Manage follow-up
 - 4.1 Performance improvement and development plans are developed in accordance with organisational policies
 - 4.2 Assistance is sought from human resource specialists where appropriate
 - 4.3 Excellence in performance is reinforced through recognition and continuous feedback
 - 4.4 Individuals not meeting expectations are provided with the necessary coaching and re-training and monitored closely
 - 4.5 Support services are provided to meet individual needs and circumstances
 - 4.6 Individuals who continue to perform below expectations are counselled and, where necessary, placed within the disciplinary process
 - 4.7 Terminations occur where serious misconduct or on-going under-performance occurs
 - 4.8 Terminations are in accordance with organisational and legal requirements
 - 4.9 Performance feedback systems are evaluated regularly and revised as necessary
 - 4.1 Selection, induction and training systems are
 - 0 evaluated regularly and improved

Required Skills and Knowledge

Not applicable.

Evidence Guide

The Evidence Guide identifies the critical aspects, knowledge and skills to be demonstrated to confirm competence for this unit. This is an integral part of the assessment of competence and should be read in conjunction with the Range Statement.

Critical Aspects of Evidence

Direct evidence of the performance management processes being undertaken is essential in the assessment of this unit, including the linking of performance indicators to the allocation of work and assessment of performance against performance standards

Workplace coaching (informal feedback) coupled with formal performance feedback, resulting in performance improvement

OHS considerations may include:

establishment and maintenance of OHS training, records, induction processes

performance against OHS legislation and organisation's OHS system, especially policies, procedures and work instructions

Underpinning Knowledge*

* At this level the learner must demonstrate understanding of a broad knowledge base incorporating theoretical concepts, with substantial depth in some areas.

Relevant legislation from all levels of government that affects business operation, especially in regard to Occupational Health and Safety and environmental issues, equal opportunity, industrial relations and anti-discrimination

Relevant awards and certified agreements

Performance measurement systems utilised within the organisation

Key result areas of the organisation

Human resource specialist assistance available

Organisational plans and objectives (strategic, tactical and operational)

Human resource planning

All legislation relevant to the organisation which impacts on people performance (including EEO and anti discrimination laws)

Organisational support services for employees (external and internal)

Unfair dismissal rules and due process

Staff development strategies

Underpinning Skills

Communication/consultation skills to ensure all relevant groups and individuals are advised of what is occurring and are provided with an opportunity for input

Performance measurement skills to develop and manage key performance indicators

Risk management skills to analyse, identify and develop mitigation strategies for identified risks

Coaching and training skills to remediate any under-performance present in the work group or individuals

Counselling/interviewing skills to conduct formal performance feedback sessions including counselling and disciplinary interviews where required

Evaluative skills to review and improve performance management systems

Ability to relate to people from a range of social, cultural and ethnic backgrounds and physical and mental abilities

Resource Implications

The learner and trainer should have access to appropriate documentation and resources normally used in the workplace

Consistency of Performance

In order to achieve consistency of performance, evidence should be collected over a set period of time which is sufficient to include dealings with an appropriate range and variety of situations

Context/s of Assessment

Competency is demonstrated by performance of all stated criteria, including paying particular attention to the critical aspects and the knowledge and skills elaborated in the Evidence Guide, and within the scope as defined by the Range Statement

Assessment must take account of the endorsed assessment guidelines in the Business Services Training Package

Assessment of performance requirements in this unit should be undertaken in an actual workplace or simulated environment

Assessment should reinforce the integration of the key competencies and the business services common competencies for the particular AQF level. Refer to the Key Competency Levels at the end of this unit

Key Competency Levels

Collecting, analysing and organising information (Level 3) - to provide feedback

Communicating ideas and information (Level 3) - to ensure that expectations are clearly understood

Planning and organising activities (Level 3) - to undertake risk analysis

Working with teams and others (Level 3) - to assess performance

Using mathematical ideas and techniques (Level 2) - to measure performance

Solving problems (Level 3) - to facilitate improvement where under-performance occurs

Using technology (Level 2) - to support the performance management systems

Please refer to the Assessment Guidelines for advice on how to use the Key Competencies

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Range Statement

The Range Statement provides advice to interpret the scope and context of this unit of competence, allowing for differences between enterprises and workplaces. It relates to the unit as a whole and facilitates holistic assessment. The following variables may be present for this particular unit:

Legislation, codes and national standards relevant to the workplace which may include:

award and enterprise agreements and relevant industrial instruments

relevant legislation from all levels of government that affects business operation, especially in regard to Occupational Health and Safety and environmental issues, equal opportunity, industrial relations and anti-discrimination

relevant industry codes of practice

Key result areas means:

those areas of business performance which are critical to the overall success of the business (or section of a business)

Key performance indicators means:

those measures developed to gauge performance outcomes against targets

Performance standards means:

the level of performance sought of an individual or group which may be expressed either quantitatively or qualitatively

Code of Conduct means:

an agreed (or decreed) set of rules relating to employee behaviour/conduct with other employees or customers

Risk analysis means:

a determination of the likelihood of a negative event preventing the organisation meeting its objectives and the likely consequences of such an event on organisational performance

Performance management means:

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 longer term

in accordance with relevant industrial agreements

Excellence in performance means:

regularly and consistently exceeding the performance targets established whilst meeting the organisation's performance standards

Coaching refers to:

informal on-the-job and off-the-job advice and training to improve performance

Termination means:

a cessation of the contract of employment between an employer and an employee, at the initiative of the employer within relevant industrial agreements

Relevant groups and individuals include:

employees, employee representatives, employer representatives, line managers and human resource personnel

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Unit Sector(s)

Not applicable.