Australian Government

Department of Education, Employment and Workplace Relations

PSPHR503A Facilitate performance management processes

Revision Number: 3

INDUSTRY SKILLS COUNCILS
Creating Australia's Future

PSPHR503A Facilitate performance management processes

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 facilitation of the organisation's performance management processes to review and enhance employee performance. It includes identifying organisational performance requirements, supporting performance management processes and reporting on performance. This is not the line management function of performance management, which is addressed in *PSPGOV519A Manage performance*.

In practice, facilitation of performance management processes overlaps with other generalist and specialist workplace activities such as promoting ethical behaviour and compliance with legislation, capitalising on diversity, providing client service etc.

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. **Identify organisational performance requirements**	1.1 *Position profiles* are confirmed as up-to-date, comprehensive and reflecting business requirements.
	1.2 Performance standards are identified and clarified where necessary with individuals, supervisors and managers in accordance with position requirements.
	1.3 Where relevant, individual performance agreements are assessed to confirm agreed requirements.
	1.4 Organisational policies and agreements relating to *performance management* are analysed to identify requirements and any performance incentives/rewards.
2. **Support performance management processes**	2.1 Goals, objectives and required *outcomes* for the organisation's performance management framework are confirmed and agreed.
	2.2 Staff and other *stakeholders* are *educated* on performance management *processes*, benefits and the links between performance management and organisational policies.
	2.3 Ongoing two-way communication/performance feedback between the performance manager, the employee, key stakeholders and clients is promoted and supported to ensure that performance is managed on a day-to-day basis and not only during formal *performance reviews*.
	2.4 Support and advice are provided to performance managers to ensure processes are ethical, objective and inclusive in responding to the needs of the range of business units, position types and diverse employee working/learning styles represented within the organisation.
	2.5 Information and advice are provided to performance managers to assist in *responding* to inappropriate, under- or over-performance in accordance with *legislation, policy and procedures*.
	2.6 Performance managers are supported to respond to grievances and appeals in accordance with organisational policy and procedures.
3. **Report on performance**	3.1 *Aggregated data* relating to performance management across the organisation is obtained and analysed to identify organisational outcomes and trends.
	3.2 Trends requiring intervention are recorded with supporting evidence, and reported in accordance with organisational policy and procedures.
	3.3 The impact of performance outcomes on career management, retention and succession strategies is identified and reported.
	3.4 Organisational performance reports are integrated into the business planning cycle to ensure outcomes are considered in forward planning, learning and development, and resourcing.

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:

- working with a range of stakeholders in the performance management process
- undertaking conflict resolution and negotiation
- using a variety of words and language structures to explain ideas to different audiences
- interpreting and explaining formal documents and assisting others to apply them in the workplace
- providing 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 implementing performance management processes

Knowledge requirements

Look for evidence that confirms knowledge and understanding of:

- key components of performance management processes
- organisational goals, policies and procedures related to performance management
- performance standards
- grievance procedures
- equal employment opportunity, equity and diversity principles
- requirements for content and standards of organisational performance reporting
- jurisdictional legislation applying to human resources, including freedom of information, privacy, confidentiality, 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:
	• PSPETHC501B Promote the values and ethos of public service
	• PSPGOV502B Develop client services
	• PSPGOV504B Undertake research and analysis
	• PSPGOV505A Promote diversity
	• PSPGOV507A Undertake negotiations
	• PSPGOV512A Use complex workplace communication strategies
	• PSPHR506A Coordinate employment relations
	• PSPLEGN501B Promote compliance with legislation in the public sector
	• PSPOHS501A Monitor and maintain workplace safety
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)
	• facilitation of performance management processes 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
	• workplace scenarios and case studies
	• 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 facilitating organisational performance management, including coping with difficulties, irregularities and breakdowns in routine

- facilitation of performance management processes 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

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.

Position profiles may include:	• job descriptions • competencies • behavioural requirements • key performance indicators • duty statements • work plans • work level standards • classification descriptors • business unit plans
Performance management refers to:	• planning, review and development of the on-the-job performance of individuals and/or groups of employees
Outcomes of performance management may include:	• job satisfaction • reward • recognition • learning and development • counselling • discipline • salary progression • job rotation • higher duties
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 services • employees at all levels of the organisation • other public sector organisations • union and association representatives • boards of management • government • Ministers
Educating stakeholders	• oral advice and guidance

on performance management *may include:*	- telephone contact and/or electronic mail - information/training programs such as those addressing negotiation skills - policy and procedure statements, guides - information brochures and pamphlets - written documentation - one-on-one meetings - small group meetings - manuals
Performance management *processes may include:*	- planning - measurement - reviews and appraisals - monitoring - evaluation - feedback - coaching - learning agreements
Performance review feedback *may be provided through:*	- manager - supervisor/employee - customer/client - peers 360 degree feedback - upward appraisal systems
Responses to inappropriate, over- and under-performance *may include:*	- counselling - discipline - reward - recognition - documenting performance issues - later follow-up - following procedures to the letter for recording issues and actions taken
Legislation, policy and procedures *may include:*	- Commonwealth and State/Territory legislation including equal employment opportunity, anti-discrimination and privacy law - national and international codes of practice and standards - the organisation's policies and practices - government policy - codes of ethics/conduct
Aggregated data *may*	numbers of employees with performance agreements or

include: career development plans

- implied links between performance management and achieving business outcomes
- numbers of performance related grievances

Unit Sector(s)

Not applicable.

Competency field

Human Resource Management.