



Australian Government

Department of Education, Employment and Workplace Relations

BSBHRM403A Support performance management process

Revision Number: 1

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Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit describes the performance outcomes, skills and knowledge required to assist in the effective implementation of a performance management system and to facilitate employee performance. Please note that this unit does not address the line management responsibilities of performance management; this is addressed in BSBMGT502B Manage people performance. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.
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Application of the Unit

Application of the unit	This unit applies to human resources officers, or people in similar roles, who work under the direction of a human resource manager. The unit covers the requirement to support the performance management system across the organisation by assisting with the administrative infrastructure, provision of information and advice, and facilitating review mechanisms.
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	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

ELEMENT	PERFORMANCE CRITERIA
1. Review performance management infrastructure	1.1. Ensure that all positions have current <i>position descriptions</i> specifying key requirements of the role 1.2. Ensure that managers have provided reportees with performance indicators that are consistent with the position description requirements 1.3. Check that <i>performance appraisal meetings</i> are held in accordance with organisational timeframes, that correct documentation has been completed and that all necessary parties have recorded agreement 1.4. Check that appropriate organisational procedures have been followed for <i>rewarding</i> good performance 1.5. Check that appropriate organisational procedures have been followed for addressing under performance 1.6. Provide advice and support where there is dissention about performance appraisal outcomes
2. Promote performance management system	2.1. Clarify goals and methods of the performance management system 2.2. Address any questions from employees about the performance management system 2.3. Arrange or deliver, training or instruction in how to use the performance management system 2.4. Encourage ongoing and regular feedback on performance as well as formal performance appraisals
3. Collate performance management data	3.1. Review performance management documentation to establish trends or problem areas which require attention 3.2. Review patterns in skill or performance gaps and consider requirements and options for <i>performance development</i> 3.3. Revise policies or procedures if necessary 3.4. Suggest improvements to the performance management system

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- communication skills to advise on methods for giving feedback and to assist managers with means for addressing poor performance
- organisational skills to see that systems are followed and that all necessary documentation is kept and accessible
- technology skills to write reports and to access records of interviews.

Required knowledge

- performance management and its contribution to the human resource cycle and organisational objectives
- rewards and incentive schemes
- warning systems, grievance procedures.

Evidence Guide

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:

- analysis of a performance management system and its strengths and weaknesses
- development of methods and techniques to support the effective implementation of the performance management system
- knowledge of performance management.

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
- demonstration of techniques in providing advice on performance feedback
- direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate
- observation of presentations on performance management systems
- review of documentation outlining advice and support provided where there is dissention about performance appraisal outcomes
- evaluation of documentation outlining training or instruction provided in using the performance management system
- oral or written questioning to assess knowledge of rewards and incentive schemes.

Guidance information for assessment

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

- other units from the Certificate IV in Human

EVIDENCE GUIDE

Resources.

Range Statement

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.

<i>Position descriptions</i> may also be termed, or include:	• duty statements • job specifications • role statements
<i>Performance appraisal meetings</i> may consider:	• any qualitative or quantitative measurement of performance • data from tailored software • feedback from peers, reportees, customers or clients • key performance indicators • perspectives of the manager and the person being reviewed
<i>Rewards</i> may include:	• additional superannuation • bonuses • incentives • innovative motor vehicle and other salary packaging opportunities • non-monetary rewards such as conference, training, purchase of special equipment • salary increases
<i>Performance development</i> may include:	• action learning sets • job rotation • mentoring or coaching • pairing with more experienced staff • shadowing • training

Unit Sector(s)

Unit sector	
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Competency field

Competency field	Workforce Development - Human Resource Management
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Co-requisite units

Co-requisite units		