



Australian Government

Department of Education, Employment and Workplace Relations

LGAGOVA612B Implement employee performance management systems

Revision Number: 2

LGAGOVA612B Implement employee performance management systems

Modification History

LGAGOVA612B Release 2: Layout adjusted.

LGAGOVA612B Release 1: Primary release.

Unit Descriptor

This unit covers developing and managing performance management systems. The unit is appropriate for human resources personnel and senior managers responsible for the development of performance management systems in the organisation.

Application of the Unit

This unit supports the attainment of skills and knowledge required for competent workplace performance in councils of all sizes. Knowledge of the legislation and regulations within which councils must operate is essential. The unique nature of councils, as a tier of government directed by elected members and reflecting the needs of local communities, must be appropriately reflected.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a Unit of Competency

Performance criteria describe the required performance needed to demonstrate achievement of the element. Where ***bold italicised*** text is used, further information is detailed in the Range Statement. Assessment of performance is to be consistent with the Evidence Guide.

Elements and Performance Criteria

ELEMENT

PERFORMANCE CRITERIA

- | | |
|--|--|
| <p>1 Develop performance management system</p> | <p>1.1 Council strategic and operational plans are analysed and objectives and expectations are defined to inform the development of a <i>performance management system</i>.</p> <p>1.2 Performance objectives, <i>key performance indicators</i> and <i>performance standards</i> are developed in consultation with <i>stakeholders</i>.</p> <p>1.3 Systems are developed to ensure performance is monitored and feedback is provided throughout the period of performance.</p> <p>1.4 Systems are responsive to changing developments, both internal and external to the council.</p> |
| <p>2 Implement performance management system</p> | <p>2.1 Support for the performance management system is obtained.</p> <p>2.2 <i>Relevant groups and individuals</i> are trained to monitor performance and identify performance gaps.</p> <p>2.3 System is launched through appropriate communication channels.</p> <p>2.4 Feedback is obtained to ensure that the system is understood and accepted.</p> <p>2.5 Performance is monitored regularly and intervention occurs to recognise both substandard and excellent performance.</p> <p>2.6 Processes are established to deal with problems and grievances that arise from the performance feedback.</p> |
| <p>3 Monitor and review performance management system</p> | <p>3.1 Employees, unions and management are consulted to ascertain effectiveness of system.</p> <p>3.2 Measures of system effectiveness are monitored against expectations.</p> <p>3.3 A revision plan is developed and implemented to improve the system in keeping with council objectives and policy.</p> |

Required Skills and Knowledge

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

Required Skills

- consultative skills to ensure the system is supported by managers and employees
- evaluation of programs and strategies to ensure performance objectives are achieved
- internal marketing and promotion
- policy development
- conflict management skills to deal with any grievances, disputes or disagreements
- negotiation skills to negotiate changes to the system
- counselling skills to assist managers or employees who are having difficulties or problems
- communication and report writing skills to ensure a two-way information flow about how the system is performing

Required Knowledge

- equal employment opportunity and affirmative action legislation
- grievance handling procedures, codes of conduct and confidentiality procedures
- council performance objectives, goals, policies and procedures relating to performance management
- freedom of information
- performance management concepts and systems
- range of evaluation methodologies
- learning and development strategies to support performance management systems

Evidence Guide

Overview of assessment requirements	A person who demonstrates competency in this unit will be able to perform the outcomes described in the Elements to the required performance level detailed in the Performance Criteria. The knowledge and skill requirements described in the Range Statement must also be demonstrated. For example, knowledge of the legislative framework and safe work practices that underpin the performance of the unit are also required to be demonstrated.
Critical aspects of evidence to be considered	The demonstrated ability to: • develop a performance management system to meet the needs of council • implement a performance management system • monitor the effectiveness of the system and implement changes to improve the system.
Context of assessment	Competency is demonstrated by performance of all stated criteria, with particular attention to the critical aspects and the knowledge and skills elaborated in the Evidence Guide, and within the scope of the Range Statement. Assessment must take account of the endorsed Assessment Guidelines in the Local Government 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 for the particular AQF level. Refer to the key competency levels at the end of this unit.
Relationship to other units(prerequisite or co-requisite units)	To enable holistic assessment this unit may be assessed with other units that form part of the job role.
Method of assessment	The following assessment methods are suggested: • observation of the learner performing a range of workplace tasks over sufficient time to demonstrate handling of a range of contingencies • written and/or oral questioning to assess knowledge and understanding • completion of workplace documentation • third-party reports from experienced practitioners • completion of self-paced learning materials including personal reflection and feedback from trainer, coach or supervisor.
Evidence required for demonstration of	Evidence should be collected over a set period of time that is sufficient to include dealings with an appropriate range and

consistent performance variety of situations.

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

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 in the Performance Criteria is detailed below.

Performance management system may include:

- processes to determine individual employee performance targets or goals
- processes to ensure there is a shared understanding of what employees will be assessed against

Key performance indicators may include:

- managing individuals in a way that increases the probability that goals will be achieved in both the longer and shorter term, in accordance with industrial agreements

Performance standards may include:

- those measures developed to gauge performance against targets

Performance standards may include:

- the quantitative or qualitative level of performance desired of employees

Stakeholders may include:

- managers
- employees
- unions
- elected members
- consultants
- joint consultative committees

Relevant groups and individuals may include:

- all those who have a role in the implementation of policies, procedures or decisions and/or are affected by their implementation

Unit Sector(s)

Administration Units