

Errata

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Unit: BSBMGT502 Manage people performance

Resource: Assessment Resource

Update: Version 1.1 updated to Version 1.2

Affected pages: 29-31, 34-35, 36-38, 40-41

Use the attached pages to update the affected document.

1. Prepare a set of questions on issues relating to Sharon's position, who you will need to consult with; confirm her job role and the resources you will require, such as resources from the Human Resources department.
2. Access the performance and development plan template and prepare a performance review and development plan for Sharon. Refer to her administrative support position description (see the 'Resources required' for how to access this) and the comments on her performance in the handover notes provided in the previous section. At this stage, you are only required to complete the form up to and including the section titled 'Performance issue/s being addressed'.
3. Access the work plan template and prepare a work plan for Sharon. Here is a list of the typical duties that she performs:
 - Check the stationery stock levels and order any necessary office supplies.
 - Prepare the agenda for the upcoming customer support department meeting on 18 July and email the eight people who are to attend. Book the meeting room via the calendar using the email software.
 - Cover for Denise in the main reception on Monday 25 July between 2 pm and 5 pm so she can attend training. This involves recording customer feedback and directing calls to the appropriate people.
 - Book flights and arrange accommodation for Nick, who is attending a sales conference in Cairns Wednesday 27 July until Friday 29 July.
 - Create a list of all lapsed clients in Cairns and their contact details so Nick can contact them during his trip.
 - Prepare a draft survey to give to new clients. Nick will also need this for his trip.
 - Attend the Board meeting on Thursday 28 July at 3 pm and take the meeting minutes. The draft minutes need to be emailed to all attendees by COB the following day.
 - Prepare a draft letter of invitation to 12 competition winners. This involves designing and formatting the invitation. The letters need to be sent by Friday 29 July.
 - Sarah Voss, the Customer Service Manager, requires a minute-taker for a senior management meeting being held on Tuesday 26 July at 1.30 pm.

Review these duties against Sharon's position description and prepare the work plan so that it aligns with the requirements of the position, and the work allocated is efficient and outcome focussed.

4. Using the workplan and job description, develop a document of expected performance standards and work outputs for Sharon.
5. Using the information above, develop a list of KPIs that includes both quantitative and qualitative measures. Update the workplan document with this information for Sharon.
6. There have been some concerns raised by senior management about Sharon taking minutes at board and senior management meetings. There is a considerable amount of commercial-in-confidence, financial and personal information discussed in these meetings, and any leaks of information could have serious consequences for the organisation. Access the risk management procedures and risk management plan template and conduct a risk assessment of this, then develop a risk management plan to reduce this risk. Ensure that staff filling the minute-taking role are not subject to any unnecessary allegations of

impropriety. Ensure that you consider the risks factors from a legal, personal and human resources perspective.

7. Design a simple performance management and review process to be used in your department. Your design should consider factors such as the following:
 - Key characteristics of the organisation and its culture
 - How performance management is currently working
 - Key stakeholders' input into the design process
 - Support needed after the implementation at department and management level

Access the company business plan for the background information on the organisation.

8. Prepare a PowerPoint presentation to be used for the training of your staff in the performance management system you designed in task 5, including a summary of the process steps.
9. Evaluate, rate and document Sharon's performance results over her first three months using her position description, performance standards and measurements and KPIs you developed for her earlier.
10. Prepare a summary of the informal feedback you will provide Sharon, including the positive and constructive feedback elements; goals for future performance and suggested methods/means of rewarding her excellent results to ensure she keeps up the good work.
11. Using the performance and development plan for Sharon from task 2, complete the next section titled 'Performance expectations and assessment'. This is to be the action plan for coaching Sharon on the job to improve performance in the lower rating area, including the methods you would use to continually monitor and evaluate her performance. You may need to access the code of conduct policy to assist you in completing this action plan.
12. Develop a list of people you will need to inform about Sharon's poor performance and outline the steps you intend to take to monitor and evaluate her progress.
13. Develop a training plan for Sharon. This needs to include coaching opportunities and details of the personnel involved.
14. Access the information management procedures. List some guidelines that could be included in the procedures for storage and security of the records/documents that have been referenced and/or used in tasks 7–9 and should be kept as part of the performance management process.
15. You will conduct a formal performance review for your other five existing staff, as scheduled. Angela's poor results are outlined in the handover notes provided in the previous section. Prepare a document with an outline of the formal structured feedback session that you will conduct with Angela.
16. Using the performance and development plan template, prepare a performance development plan for Angela, including clear SMART performance objectives, a coaching schedule and the method for ongoing performance monitoring.
17. Three months from the implementation of the performance development plan, Angela's results show no improvement, and she seems to show no commitment to change and improvement. Prepare a memorandum to the Human Resources Manager asking for guidance in dealing with this situation and further action that could be taken.

	<p>18. Develop a proposal for management that outlines a reward and recognition program. Outline the benefits of the program to the team and to the organisation, and provide examples of possible rewards.</p> <p>19. Angela has not been open to learning new ways of working, and her coach has presented you with a report on Angela's poor attitude and performance on set tasks. Write an email to send to the Human Resources department about the results of the monitoring and coaching you arranged for Angela. Make some suggestions of other possible supports that could be offered to Angela, such as training to improve her product knowledge.</p> <p>20. Write a formal letter to Angela explaining the disciplinary process and the counselling options available.</p> <p>21. Refer to guidelines on termination provided by the Fair Work Ombudsman at: www.fairwork.gov.au/about-us/policies-and-guides/fact-sheets/minimum-workplace-entitlements/ending-employment. Using these guidelines, draft a termination letter for Angela that explains the documented reasons for dismissal and the steps of the due process.</p> <p>The final documents you submit for assessment will be assessed using the project criteria provided.</p> <p>All project criteria outlined must be covered satisfactorily for Part B to be completed satisfactorily.</p> <p>You must complete the project unassisted by the assessor or other personnel, but may refer to reference material as needed.</p>
<p>Resources required</p>	<p>The following materials are required for this project to be completed:</p> <ul style="list-style-type: none"> • Computer and office equipment, including word-processing and slide presentation software • Access to the internet, including access to www.fairwork.gov.au • BizOps Enterprises plans, procedures and templates (these can be accessed by the following web links): <ul style="list-style-type: none"> – performance-and-development-plan-template.docx http://chilp.it/c751f2c – position-description-administrative-support.pdf http://chilp.it/155dfef – work-plan-template.docx http://chilp.it/65759c5 – risk-management-procedures.pdf http://chilp.it/8b8067e – risk-management-plan-template.docx http://chilp.it/4551c6e – company-business-plan.pdf http://chilp.it/eb45dfd – code-of-conduct-policy.pdf http://chilp.it/9063c0f – information-management-procedures.pdf http://chilp.it/eba3a26
<p>Assessment conditions</p>	<p>Assessment must be conducted in a safe environment where evidence gathered demonstrates consistent performance of typical activities experienced in the management and leadership field of work and include access to:</p> <ul style="list-style-type: none"> • relevant legislation • workplace documentation and resources

Assessor to complete

The project meets the following requirements:		Satisfactory	Unsatisfactory
P1	Consulted relevant groups and individuals on work to be allocated and resources available and to identify work requirements		
P2, P3	Developed work plans in accordance with operational plans and within organisational and legal requirements		
P3	Allocated work in a way that is efficient, cost-effective and outcome focused		
P4	Confirmed performance standards, code of conduct and work outputs with relevant teams and individuals		
P5	Developed and agreed performance indicators with relevant staff prior to commencement of work		
P6	Conducted risk analysis in accordance with the organisational risk management plan and legal requirements		
P7	Designed performance management and review processes to ensure consistency with organisational objectives and policies		
P8	Provided training to participants in the performance management and review process, or as needed		
P9, P11	Conducted performance management in accordance with organisational protocols and timelines		
P11	Monitored and evaluated performance on a continuous basis		
P10	Provided performance feedback to staff on a regular basis, including informally		
P12	Advised relevant people where there was poor performance and took necessary actions		
P13	Provided on-the-job coaching when necessary to improve performance and to confirm excellence in performance, or as needed		
P14	Documented performance and kept records and documentation in accordance with the organisational performance management system		
P15	Conducted formal structured feedback sessions as necessary and in accordance with organisational policy		
P16	Wrote and agreed on performance improvement and development plans in accordance with organisational policies		
P17	Sought assistance from human resources specialists, where appropriate		
P18	Reinforced excellence in performance through recognition and continuous feedback		

P19	Monitored and coached individuals with poor performance		
P20	Counselled individuals who continued to perform below expectations and implemented the disciplinary process if necessary		
P21	Terminated staff in accordance with legal and organisational requirements where serious misconduct occurred or ongoing poor performance continued		
Feedback:		<p>All project criteria must be satisfactorily demonstrated by the candidate. The project assessment has been confirmed:</p> <p><input type="checkbox"/> Satisfactory <input type="checkbox"/> Unsatisfactory</p> <p>Please include recommendations for future training in cases where the candidate has not satisfactorily achieved all criteria:</p>	
Declaration:		I declare that this project assessment has been conducted as per the training organisation's assessment procedures and the instructions provided for this assessment task, and that I have provided appropriate feedback to the candidate.	
Assessor name:			
Assessor signature:			
Date marked:			

Part C – Project: Managing people performance at work

<p>Purpose</p>	<p>You will demonstrate your skills and knowledge by completing a project in your workplace.</p>
<p>Task overview and instructions to the candidate</p>	<p>In this task, you are required to undertake tasks related managing people performance in the workplace. Collate your responses into a single document with relevant forms, plans and presentations attached.</p> <p>Complete these tasks relating to performance appraisals of members of your work team.</p> <ol style="list-style-type: none"> 1. Prepare a set of questions on issues relating to a team member's position (Team member 1), confirm their job role and the resources you will require, such as resources from the Human Resources department. 2. Access your organisation's performance and development plan template and prepare a performance review and development plan for Team member 1. At this stage, you are only required to document performance issue/s being addressed. 3. Access your organisation's work plan template and prepare a work plan for the team member. Review Team member 1's typical duties against their position description and prepare the work plan so that it aligns with the requirements of the position and the work allocated is efficient and outcome focussed. 4. Using the workplan and job description, develop a document of expected performance standards and work outputs for Team member 1. 5. Using the information above, develop a list of KPIs that includes both quantitative and qualitative measures. Update the workplan document with this information for Team member 1. 6. There have been some concerns raised by senior management about new administrative assistants taking minutes at board and senior management meetings. There is a considerable amount of commercial-in-confidence, financial and personal information discussed in these meetings and any leaks of information could have serious consequences for the organisation. Access your organisation's risk management procedures and risk management plan template, and conduct a risk assessment of this and then develop a risk management plan to reduce this risk. The plan should ensure that staff who are filling the minute-taking role are not subject to any unnecessary allegations of impropriety. Ensure that you consider the risks factors from a legal, personal and human resources perspective. 7. Design a simple performance management and review process to be used in your department. Your design should take into consideration factors such as the following: <ul style="list-style-type: none"> • Key characteristics of the organisation and its culture • How performance management is currently working • Key stakeholders' input into the design process • Support needed after the implementation at department and management level <p>Access your organisation's business plan if necessary for background information.</p> 8. Prepare a PowerPoint presentation to be used for the training of your staff in the performance management system you have designed in task 5, including a summary of the process steps.

9. Evaluate, rate and document Team member 1's performance results over the last three months using their position description, performance standards and measurements and KPIs you developed for them earlier.
10. Prepare a summary of the informal feedback you will provide Team member 1, including the positive and constructive feedback elements; goals for future performance and suggested methods/means of rewarding excellent results to ensure they keep up the good work.
11. Using the performance and development plan for Team member 1 developed in task 2, complete an action plan for coaching on the job to improve performance in the lower rating areas, including the methods you would use to continually monitor and evaluate their performance. You may need to access your organisation's code of conduct to assist in completing this action plan.
12. Develop a list of people you will need to inform about Team member 1's poor performance and outline the steps you intend to take to monitor and evaluate her progress.
13. Develop a training plan for Team member 1. This needs to include coaching opportunities and details of the personnel involved.
14. Access and read your organisation's information management procedures. List some guidelines that could be included in the information management procedures for storage and security of the records/documents that have been referenced and/or used in tasks 7–9 and that should be kept as part of the performance management process.
15. Imagine that you are performing a formal performance review for other staff in your team. Based on their KPIs, imagine that a team member (Team member 2) is demonstrating poor performance. Prepare a document with an outline of the formal structured feedback session that you will conduct with this team member.
16. Using your organisation's performance and development plan template, prepare a performance development plan for Team member 2. It should include clear SMART performance objectives, a coaching schedule and the method for ongoing performance monitoring.
17. Three months after the implementation of the performance development plan, the Team member 2's results show no improvement and they seem to show no commitment to change and improvement. Prepare a memorandum to the Human Resources Manager asking for guidance in dealing with this situation and further action that could be taken.
18. Develop a proposal for management that outlines a reward and recognition program. Outline the benefits of the program to the team and to the organisation, and provide examples of possible rewards.
19. Team member 2 has not been open to learning new ways of working, and her coach has presented you with a report on Team member 2's poor attitude and performance on set tasks. Write an email to send to the Human Resources department about the results of the monitoring and coaching you arranged for Team member 2. Make some suggestions of other possible supports that could be offered to Team member 2, such as training to improve her product knowledge.
20. Write a formal letter to Team member 2 explaining the disciplinary process and the counselling options available.
21. Refer to guidelines on termination provided by the Fair Work Ombudsman at: www.fairwork.gov.au/about-us/policies-and-guides/fact-sheets/minimum-workplace-entitlements/ending-employment. Using these guidelines, draft a termination letter for a

	<p>Team member 2 that explains the documented reasons for the dismissal and the steps of the due process.</p> <p>The final documents you submit for assessment will be assessed using the project criteria provided.</p> <p>All project criteria outlined must be covered satisfactorily for Part C to be completed satisfactorily.</p>
Resources required	<p>The following materials are required for this project to be completed:</p> <ul style="list-style-type: none"> • A workplace or work placement • Computer and office equipment, including word-processing and slide presentation software • Access to the internet, including access to www.fairwork.gov.au • Relevant workplace documentation
Assessment conditions	<p>Assessment must be conducted in a safe environment where evidence gathered demonstrates consistent performance of typical activities experienced in the management and leadership field of work and include access to:</p> <ul style="list-style-type: none"> • relevant legislation • workplace documentation and resources • case studies and, where possible, real situations • interaction with others. <p>Assessors must satisfy NVR/AQTF assessor requirements.</p>
Reasonable adjustment	<p>If you are unable to undertake the project assessment as designed, a further scenario/project may be used as an alternative approach if negotiated with your assessor.</p>

Assessor to complete

Task context:	Outline the specific details of the environment and context for this candidate. This may include specific location, equipment selected/used, specific project created or specific customer/client characteristics:	
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		Unsatisfactory
P1	Consulted relevant groups and individuals on work to be allocated and resources available and to identify work requirements	
P2, P3	Developed work plans in accordance with operational plans and within organisational and legal requirements	
P3	Allocated work in a way that is efficient, cost-effective and outcome focused	
P4	Confirmed performance standards, code of conduct and work outputs with relevant teams and individuals	
P5	Developed and agreed performance indicators with relevant staff prior to commencement of work	
P6	Conducted risk analysis in accordance with the organisational risk management plan and legal requirements	
P7	Designed performance management and review processes to ensure consistency with organisational objectives and policies	
P8	Provided training to participants in the performance management and review process, or as needed	
P9, P11	Conducted performance management in accordance with organisational protocols and timelines	
P11	Monitored and evaluated performance on a continuous basis	
P10	Provided performance feedback to staff on a regular basis, including informally	
P12	Advised relevant people where there was poor performance and took necessary actions	

P13	Provided on-the-job coaching when necessary to improve performance and to confirm excellence in performance, or as needed		
P14	Documented performance and kept records and documentation in accordance with the organisational performance management system		
P15	Conducted formal structured feedback sessions as necessary and in accordance with organisational policy		
P16	Wrote and agreed on performance improvement and development plans in accordance with organisational policies		
P17	Sought assistance from human resources specialists, where appropriate		
P18	Reinforced excellence in performance through recognition and continuous feedback		
P19	Monitored and coached individuals with poor performance		
P20	Counselled individuals who continued to perform below expectations and implemented the disciplinary process if necessary		
P21	Terminated staff in accordance with legal and organisational requirements where serious misconduct occurred or ongoing poor performance continued		
Feedback:	<p>All project criteria must be satisfactorily demonstrated by the candidate. The project assessment has been confirmed:</p> <p><input type="checkbox"/> Satisfactory <input type="checkbox"/> Unsatisfactory</p> <p>Please include recommendations for future training in cases where the candidate has not satisfactorily achieved all criteria:</p>		
Declaration:	<p>I declare that this project assessment has been conducted as per the training organisation's assessment procedures and the instructions provided for this assessment task, and that I have provided appropriate feedback to the candidate.</p>		
Assessor name:			
Assessor signature:			