

BSB41015 **Certificate IV in Human** **Resources**



BSBHRM403 **Support Performance Management** **Process**

V1.1 Produced 20 April 2016

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INSTRUCTIONS

These questions cover generic underpinning knowledge of terms and concepts in employee and industrial relations procedures. These questions are all in a short answer format.

Where required, you must answer all questions using your own words. However, you may reference your learner guide, and other online or hard copy resources to complete this assessment.

Some questions cover processes you would be likely to encounter in a workplace. Ideally, you should be able to answer these questions based on the processes that are currently in place in your workplace. If this is not the case, then answer the questions based on processes that should be implemented in your workplace.

Requirements for satisfactory completion

For a 'satisfactory' result for each component of this workbook, all tasks must be addressed to a 'satisfactory' standard. It is important that you:

- a) Provide responses using complete sentences, making direct reference to the question.
- b) Specifically address all parts of the question providing examples where appropriate.

WHAT IS COMPETENCY BASED ASSESSMENT

The features of a competency based assessment system are:

- It is focused on what learners can do and whether it meets the criteria specified by industry as competency standards.
- Assessment should mirror the environment the learner will encounter in the workplace.
- Assessment criteria should be clearly stated to the learner at the beginning of the learning process.
- Assessment should be holistic. That is it aims to assess as many elements and/or units of competency as is feasible at one time.
- In competency assessment a learner receives one of only two outcomes – competent or not yet competent.
- The basis of assessment is in applying knowledge for some purpose. In a competency system, knowledge for the sake of knowledge is seen to be ineffectual unless it assists a person to perform a task to the level required in the workplace.
- The emphasis in assessment is on assessable outcomes that are clearly stated for the trainer and learner. Assessable outcomes are tied to the relevant industry

WRITTEN QUESTIONS

INSTRUCTIONS TO STUDENT

These questions cover generic underpinning knowledge of terms and concepts in employee and industrial relations procedures. These questions are all in a short answer format.

Where required, you must answer all questions using your own words. However, you may reference your learner guide, and other online or hard copy resources to complete this assessment.

Some questions cover processes you would be likely to encounter in a workplace. Ideally, you should be able to answer these questions based on the processes that are currently in place in your workplace. If this is not the case, then answer the questions based on processes that should be implemented in your workplace.

1. Match the following key elements of performance management systems to their correct descriptions by writing the letters of your answers in the spaces provided.

Element		Description
	1. Management	a) Achieved through the use of periodic performance reviews and strategies for individual professional development
	2. Monitoring and development	b) Achieved both initially when developing the position description and selection criteria for recruitment and carried on with goal setting and agreement of standards of work
	3. Developing performance objectives	c) Achieved by providing feedback to individuals both formally and informally, managing poor performance and rewarding exceptional performance

2. Which of the following statements best describe the purposes of a performance management system?

Select all that apply by ticking the boxes that correspond to your answers.

<input type="checkbox"/>	a) It may serve as a basis for applying salaries and readiness for promotions.
<input type="checkbox"/>	b) It ensures that the workplace is safe and free from any hazards.
<input type="checkbox"/>	c) It serves as a method of improving communication between managers and staff.
<input type="checkbox"/>	d) It can be a tool to identify training and development needs.
<input type="checkbox"/>	e) It provides a mediator among colleagues under conflict.
<input type="checkbox"/>	f) It ensures that personnel are representing the desired culture of the business and encouraged to continually improve on business processes, their individual skills, behaviour and contributions.

3. Which of the following statements best describe the contributions of PMS to the organisational objectives and human resource cycle?

Select all that apply by ticking the boxes that correspond to your answers.

<input type="checkbox"/>	a) Regularly providing open and transparent feedback to teams and individuals on their performance
<input type="checkbox"/>	b) Establishing clear links between performance and compensation
<input type="checkbox"/>	c) It can immediately dismiss an employee who has a low-performance rating.
<input type="checkbox"/>	d) Workplace is kept safe and free of hazards.
<input type="checkbox"/>	e) Identifying learning and development requirements and/or opportunities
<input type="checkbox"/>	f) Establishing clear performance objectives through the use of open communication and a joint dialogue
<input type="checkbox"/>	g) Providing maximum opportunities for career growth

4. The following items can be observed when analysing the strengths and weaknesses of a performance management system.
Identify which are strengths and weaknesses by writing **S** for strength and **W** for weakness.

	a) Time consuming
	b) Inconsistent message
	c) Performance-based conversations
	d) Targeted staff development
	e) Encouragement to staff
	f) Rewards staff for a job well done
	g) Under-performers are identified and eliminated
	h) Biases
	i) Documented History of Employee Performance
	j) Discourages staff
	k) Allows for Employee Growth

5. Outline rewards and incentives schemes by completing the table below.

List at least two (2) characteristics of rewards and incentives scheme.

- a)
- b)

List at least two (2) forms of monetary rewards.

- a)
- b)

List at least two (2) forms of non-monetary rewards.

- a)
- b)

6. Which of the following statements are true about warning systems in an organisation? Select all that apply by ticking the boxes that correspond to your answers.

<input type="checkbox"/>	a) Disruptive or negative behaviour that impacts on co-workers is a cause for warning.
<input type="checkbox"/>	b) Poor performance can be subject of a warning.
<input type="checkbox"/>	c) When a warning is issued, the employee is automatically dismissed.
<input type="checkbox"/>	d) A verbal warning usually comes after the first written warning.
<input type="checkbox"/>	e) Final written warning applies if performance/conduct fails to improve, does not improve to a sufficient extent, or there are recurrences of misconduct.

Task 1.1: Performance Management System and Strategic Plan

1. Explain how the performance management system at Sparkling Stars Childcare Centre aligns with the strategic direction of the company.

Guidance: Focus on the SWOT, key strategies and strategic action programs from the business strategic plan.

SAMPLE

Task 1.2: Recommendations for Improvement

1. Identify at least two (2) strengths and two (2) weaknesses in the performance management system of SSCC.

Guidance: You may access and refer to this checklist for your analysis.

Performance Management Diagnostic Questions

1.1 Strengths

- a)
- b)

1.2 Weaknesses

- a)
- b)

2. Provide at least two (2) recommendations that would improve the policies and procedures in the company's performance management system.

Guidance: The recommendations must be based from the weaknesses that you have identified.

a)

b)

Task 2.1

Access the company's organisational chart from this link:

[SSCC Organisational Chart](#)

and the list of job descriptions available at SSCC from this link:

[Job Descriptions](#)

Review these documents and ensure that:

- each position has a current job description
- the job description is current for the role
- the job description specifies the key requirements of the role

Report your findings by providing answers to the questions that follow.

Task 2.1: Job Descriptions

1. List all the positions that have available job descriptions from the link that you have accessed.

Task 2.3

Review the formal warning documentation of Ava Noskowski for tardiness. Access it from this link: [Formal Warning for Ava Noskowski](#)

Validate if the procedures of the organisation for addressing under-performance were followed. Recommend actions that must have been undertaken for her appraisal.

Write a report based on your review of the documentation regarding the formal warning for Ava Noskowski by answering the questions below.

Task 2.3: Formal Warning for Ava Noskowski

1. Were the organisational procedures for addressing underperformance correctly followed? Explain your answer.

Guidance: Include in your explanation the procedure taken to support your answer.

SAMPLE

2. What action(s) would you recommend regarding the procedures undertaken for Ava Noskowski's case? Provide at least one.



WORKBOOK CHECKLIST



When you have completed this workbook, please ensure you have completed all parts of it:

- Written Questions Assessment
- Case Study
- Practical Assessment

If you have completed the above, then you are ready to submit this assessment.

Please ensure you submit the following documents:

1. This completed workbook.
2. Evidence Requirements for the following:
 - a. Case Study
 - Case Study 1 Checklist and Letter to Alice Brewer
 - Case Study 2 Written Report
 - Case Study 3 Written Report
 - b. Practical Assessment
 - Instructional Video

FEEDBACK

Well done for completing the delivery of this workbook. We hope that your training and assessment experience using our resources has been a seamless and fruitful journey. At Compliant Learning Resources, we continually strive to improve our training and assessment resources and heighten the training and assessment experience for you. One way we do this is by seeking feedback. Your experience is important to us and we are very keen to hear any suggestions or complaints you may have. Click on the button below to let us know what you think of us and our learning resources.



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