



BSBHRM411

MARKING GUIDE

Administer performance development processes

Assessment 1 of 3

Short answer questions



SWINBURNE
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EDUCATION

Assessment Instructions

Task overview

This assessment task includes 10 short answer questions. Read each question carefully before capturing your response in the space provided.

Assessment Information

Submission

You are entitled to three [3] attempts to complete this assessment satisfactorily. Incomplete assessments will not be marked and will count as one of your three attempts.

All questions must be responded to correctly to be assessed as satisfactory for this assessment.

Answers must be typed into the space provided and submitted electronically via the LMS. Hand-written assessments will not be accepted unless previously arranged with your assessor.

Reasonable adjustment

Students may request a reasonable adjustment for assessment tasks.

Reasonable adjustment usually involves varying:

- the processes for conducting the assessment [e.g. allowing additional time]
- the evidence gathering techniques [e.g. oral rather than written questioning, use of a scribe, modifications to equipment]

However, the evidence collected must allow the student to demonstrate all requirements of the unit.

Refer to the Student Handbook or contact your Trainer for further information.



Please consider the environment before printing this assessment.

Question 1

a. What is the performance development process?

[Approximate word count: 30 words]

Assessor instructions: Students must briefly define a performance management process identifying that it is a system or process, that it tracks and monitors performance and that it links to set goals.

A sample answer is provided below. [Alternative answers are acceptable as long as they address the assessor instructions above.]

A performance development process is a system used to track and monitor the performance of employees against the organisation's strategic and operational goals.

b. How does a performance development process contribute to achieving overall business objectives?

[Approximate word count: 50 words]

Assessor instructions: Students must identify how a performance development system supports the achievement of business objectives by providing parameters for delivery of the business goal by individuals through the achievement of their own objectives.

A sample answer is provided below. [Alternative answers are acceptable as long as they address the assessor instructions above.]

Effective performance development measures the progress made towards achieving the organisation's business objectives.

This is achieved through planning, establishing, monitoring, reviewing and evaluating organisational, functional, team and individual performance. Thus, it is possible to see an individual's effectiveness in achieving objectives and identifying any training or development required to improve performance.

Question 2

Identify and briefly explain three (3) ways to measure the effectiveness of a performance development process.

[Approximate word count: 100 words in total]

Assessor instructions: Students must identify and explain three (3) measures used to determine the effectiveness of a performance development process.

Some sample answers are provided below although alternatives are acceptable in line with the assessor instructions above. Students must provide three (3) answers.

- *Research and Bench-mark Best Practice – research the latest performance development trends and best practices. Membership to HR organisations such as the Australian HR Institute (AHRI) and leadership organisations will publish performance development trends.*
- *Have clear Organisational goals – these should be discussed and agreed upon by senior management. The effectiveness of the performance development will depend on what you are looking to get from it.*
- *Establish your success measures – agreeing on success measures related to specific performance goals is important, and so are measures for your performance development processes to identify the ease or difficulty of completing the process.*

- Evaluate the performance development system – you will need a combination of qualitative and quantitative data, a survey or focus group, and company performance reports.

IDENTIFY		EXPLAIN
1.		
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Question 3

Explain the link between performance development and at least two (2) other human resources functions in the Human Resources Cycle.

[Approximate word count: 90 words total]

Assessor instructions: Students must outline two (2) instances of the link between performance development and functions of the HRM lifecycle.

Some sample answers are provided below however alternatives are acceptable in line with the assessor instructions above. Students must provide two (2) answers.

- *Training and development - An analysis of the outcomes of performance reviews conducted as part of the performance development process allows managers to identify gaps in knowledge and skills which can then be addressed by developing, delivering and evaluating training to meet the employee's learning need.*
- *Talent management and Succession planning - A performance development system can assist in identifying employees who are performing above requirements. These employees can then be identified as high-performing employees who can take on new roles to assist in the organisation's growth.*
- *Disciplinary procedures and Termination - An effective performance development process will ensure that in the event a disciplinary process is required that it can be seen that every effort was made to review the employee's performance, identify gaps and provide training and development or other options to assist the employee to improve their performance such as counselling.*

HR FUNCTION		LINK
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Question 4

Discuss three (3) key components of a performance development system that ensure it is effective in achieving business objectives.

[Approximate word count: 225 words in total]

Assessor instructions: Students must provide three (3) components of an effective performance development process that supports achievement of business goals.

Sample answers are provided below however alternatives are acceptable in line with the assessor instructions above. Students must provide three (3) answers.

- *Performance Planning: Performance planning is the first crucial component of any performance development process and forms the basis of performance appraisals. Performance planning is completed by a manager and employee and targets, and the key performance areas are finalised and recorded in a performance plan.*
- *Performance Appraisal: Performance appraisals can be carried out annually or twice a year in the form of midyear reviews. The process could include a self-assessment by the employee, which is discussed with the manager. The manager also provides ratings. The entire process of review seeks an active participation of both the employee and the manager to identify performance gaps and how these can be overcome.*
- *Feedback on the Performance followed by personal counselling and performance facilitation: Feedback and counselling are important in the performance development process. This is the stage in which the employee acquires awareness from the appraiser about the areas of improvement and also information on whether the employee is contributing to the expected levels of performance. The employee receives an open and transparent feedback, and along with this, the training and development needs of the employee are also identified. The appraiser adopts all the possible steps to ensure that the employee meets the expected outcomes for an organization through effective personal counselling and guidance, mentoring and representing the employee in training programmes that develop the competencies and improve overall productivity.*
- *Rewarding good performance: Rewarding performance is an important part of a performance development system. Those who achieve the above requirements can be rewarded for their efforts, which will motivate them to continue to perform well.*
- *Performance Improvement Plans: Performance Improvement Plans can be established for an employee following a performance appraisal, and new deadlines can be provided for accomplishing those objectives. The plan clearly identifies the areas in which the employee is expected to improve, and a stipulated deadline is also assigned for the employee to show this improvement. This plan is jointly developed by the employee and the manager and is mutually agreed upon.*

<http://www.managementstudyguide.com/components-of-performance-management-system.htm>

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Question 5

Briefly outline two [2] advantages and two [2] disadvantages of using a performance development system.

[Approximate word count: 100 words in total]

Assessor instructions: Students must outline two [2] advantages and two [2] disadvantages of using a performance management system.

Sample answers are provided below however alternatives are acceptable in line with the assessor instructions above. Students must provide two [2] answers for each.

ADVANTAGES

- *Underperformance identified: where a staff member is not performing as required, performance reviews can identify this.*
- *Targeted development: the performance review process can identify gaps in an employee's skills and knowledge and develop a plan to participate in training to meet identified gaps.*
- *Encouraging: a positive performance review can encourage employees to be even more productive.*

DISADVANTAGES

- *Time-consuming: When a company has many employees, performance reviews can take up a lot of time.*
- *Biases: the performance development system could result in a biased assessment where, for example, there is a personality clash between a manager and a staff member or favouritism.*
- *Discouraging for staff: where a performance review indicates that a staff member needs to improve, this could send a negative message to the staff member that their performance is not at the level it needs to be.*

	ADVANTAGES	DISADVANTAGES
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2.		

Question 6

“Recent data shows that the majority of claimants coming before the Fair Work Commission are individuals disputing the termination of their employment.”

Employment Law Practical Handbook

- a. How does a performance development process assist in reducing unfair dismissal claims for employers?

[Approximate word count: 75 words]

Assessor instructions: Students must explain how a performance development process impacts on an organisation’s unfair dismissal claims.

A sample answer is provided below. [Alternative answers are acceptable as long as they address the assessor instructions above.]

Employees most likely to make an unfair dismissal are employees who claim that they were not given an opportunity to respond or a chance to improve their performance and/or conduct before being dismissed.

Employees are much less likely to pursue an unfair dismissal claim against an employer if an established performance development process has been followed and shows that there was a legitimate reason for dismissal and that the dismissal was not personal.

- b. What legislation covers the termination of employees?

Assessor instructions: Students must identify the *Fair Work Act 2009*.

Question 7

- a. How do rewards and/or incentives assist with effective employee performance?

[Approximate word count: 50 words]

Assessor instructions: Students must explain the impact of rewards and/or incentives on employee performance identifying a direct correlation between employee performance and the offer of a benefit if achieved.

A sample answer is provided below. [Alternative answers are acceptable as long as they address the assessor instructions above.]

A reward or incentive scheme in the workplace improves morale, staff motivation, and retention. Happy employees are more likely to put in the extra hard work, and recognition of achievements or a job well done will give employees motivation and satisfaction with the employer.

- b. Identify three [3] examples of rewards and/or incentives that can be implemented in the workplace.

[Approximate word count: 10 words in total]

Assessor instructions: Students must identify examples of reward and/or incentive schemes.

Sample answers are provided below however alternatives are acceptable in line with the assessor instructions above. Students must provide three [3] answers.

- *Financial bonuses*

- *Free annual leave days*
- *Staff/family events*
- *Recognition and praise from management*
- *Awards*
- *Monthly lunches/breakfasts.*

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Question 8

a. What is the purpose of grievance procedures within the workplace?

[Approximate word count: 50 words]

Assessor instructions: Students must outline the benefits of a grievance procedure in the workplace as a formal process to identify and address concerns/issues in the workplace providing opportunities for escalation and resolution.

A sample answer is provided below. [Alternative answers are acceptable as long as they address the assessor instructions above.]

Difficulties may arise at various points in the employment relationship, and grievance procedures will ensure that such difficulties are dealt with fairly and equitably. Essentially, a grievance procedure is a means of internal dispute resolution by which an employee may have his or her grievances addressed.

b. Identify the two [2] key steps a manager should follow in addressing grievances in the workplace and the four [4] most likely potential outcomes.

[Approximate word count: 20-40 words per step/outcome]

Assessor instructions: Students must outline the key steps in a grievance procedure and potential outcomes.

Students answers must align with the sample answer below as this reflects the learning content.

Identify the two [2] key steps in the grievance process.	
1.	<i>Consider the complaint and determine whether the grievance can be dealt with informally. If not, the employee should be advised to submit a written grievance.</i>
2.	<i>The manager and/or other independent person should review and investigate the grievance by considering the content of the complaint, review evidence included and question/interview the complainant and other key stakeholders as needed.</i>
Following the investigation, there may be a number of outcomes. Identify the most common of these, including any subsequent actions to be taken below.	
1.	<i>The manager may determine that no valid grievance exists, and the outcome is advised in writing.</i>

2.	<i>The grievance may be resolved to the employee's satisfaction and the outcome advised in writing.</i>
3.	<i>The grievance may not be resolved to the employee's satisfaction and the outcome advised in writing.</i>
4.	<i>Where the grievance is not resolved to the employee's satisfaction, the employee should be advised that they have the option to refer to the grievance to the next level of management. A failure to resolve the grievance at this level will lead to needing an independent mediator.</i>

Question 9

List three [3] warning signs that can indicate that an employee is struggling to meet workplace demands.

[Approximate word count: 15 words]

Assessor instructions: Students must provide three [3] examples of signs that an employee is struggling with their work.

Sample answers are provided below however alternatives are acceptable in line with the assessor instructions above. Students must provide three [3] answers.

- *Poor work quality*
- *Arriving late or leaving early*
- *Taking longer breaks*
- *Calling in sick more often*
- *Missed deadlines*
- *Being rude to other staff members or customers*

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Question 10

The performance development system is an excellent tool for identifying gaps in performance and skill.

a. What are five [5] strategies for providing effective employee feedback on their performance?

[Approximate word count: 50 words in total]

Assessor instructions: Students must provide five [5] strategies for providing employee feedback.

Sample answers are provided below however alternatives are acceptable in line with the assessor instructions above. Students must provide five [5] answers.

- *Be tactful and direct*
- *Make it a discussion*
- *Be specific and provide context – use real-life examples*
- *Use clear and actionable language*
- *Identify baseline data for comparison*

- *Reference agreed deliverables and achieved outcomes*
- *Provide feedback in a timely manner – do not wait for an annual or quarterly review*
- *Ensure feedback is based on performance and not the person/personality*
- *Identify and record outcomes of feedback discussion*

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b. What are three (3) training strategies available to help address employee skill gaps? Briefly describe each.

[Approximate word count: 90 words in total]

Assessor instructions: Students must provide three (3) strategies for providing training to employees to address skill gaps.

Sample answers are provided below although alternatives are acceptable in line with the assessor instructions above. Students must provide three (3) answers.

- *Mentoring – Partner with another more senior employee so they can share their input, ideas and perspective on what, how and why to perform to expand the employee’s perspective and elevate overall performance.*
- *Coaching – Partner with an employee who is strong in the required skill and engages in a regular cycle of review and targeted feedback.*
- *Shadowing – Observe a strong peer in their performance of the same role/task/skill so they can see first-hand how it can be done better and make notes to help them in their performance.*
- *Informal training – Host an informal training session on the skill gap with an employee/group of employees to work through the process and correct performance, allowing for questions and practice.*
- *Formal training – Attend a course on the specific skill gap to learn and achieve a specific qualification.*

TRAINING STRATEGY		DESCRIPTION
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Assessment checklist:

Students must have completed all questions within this assessment before submitting. This includes:

10 short answer questions to be completed in the spaces provided.	<input type="checkbox"/>
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Congratulations you have reached the end of Assessment 1!

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