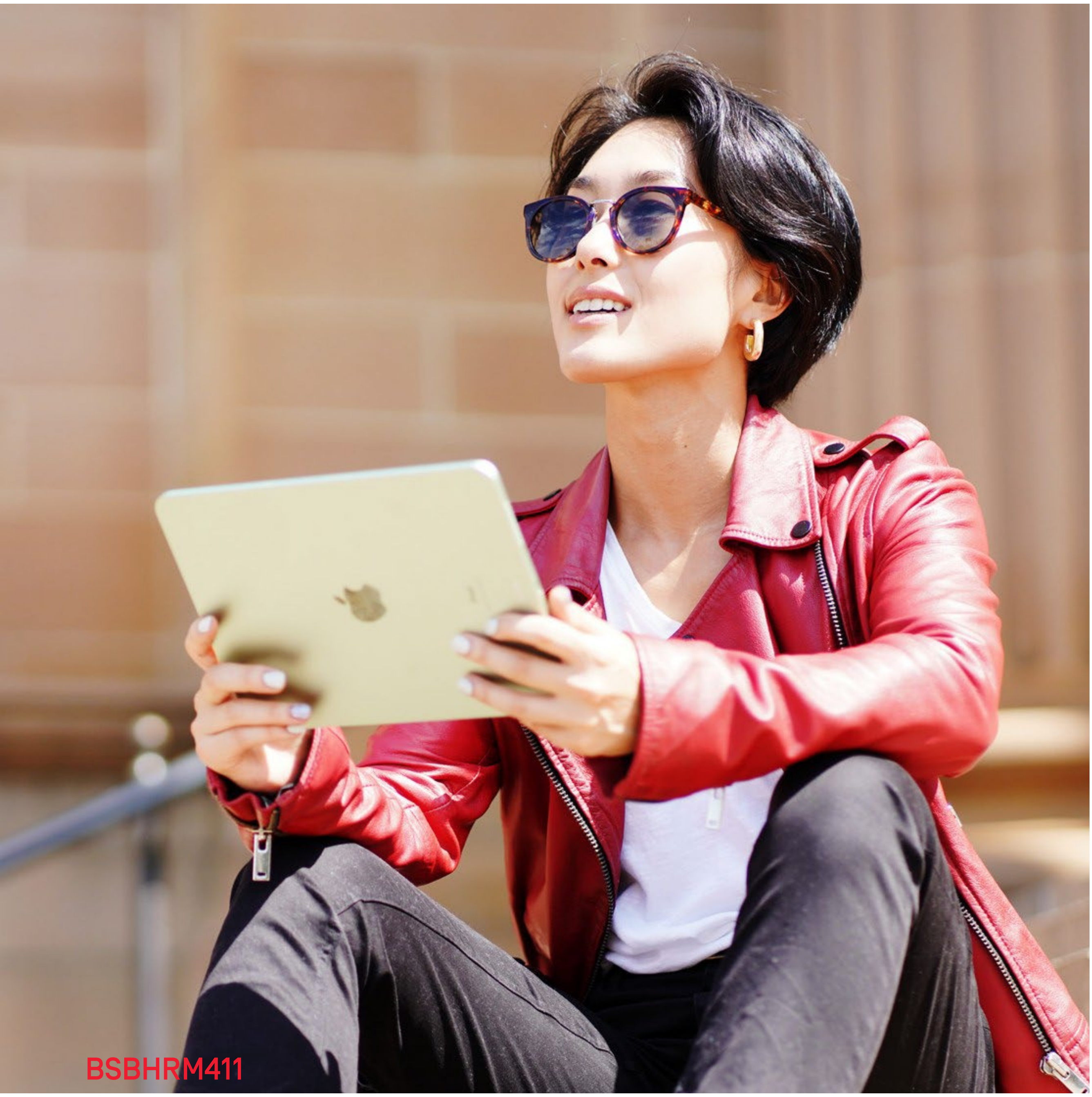


BSBHRM411

MARKING GUIDE

Administer performance development processes

Assessment 3 of 3

Project

Version 1

Assessment Instructions

Task overview

This assessment task is divided into three (3) parts.

- **Part A: Performance Review Dispute**
- **Part B: Develop an Information Training Session**
- **Part C: Conduct an Information Training Session**

Read each task carefully before capturing your response in the format indicated.

Additional resources and supporting documents

To complete this assessment, you will need to access the following CBSA documents and templates:

- Business Plan
- Performance Management Policy and Procedures
- Communication Policy and Procedures

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.

For this assessment, you will be Zane O'Brien, a Human Resources Officer working at Complete Business Solutions Australia (CBSA), a business consulting firm. You are presented with scenarios where you will engage in activities to support employees and management in relation to the organisation's performance management system.

The scenarios and instructions below are aimed at providing you with the opportunity to demonstrate the appropriate skills and knowledge needed to apply and promote the performance management system.

Part A: Performance Review Dispute

To:	Zane O'Brien (zane.obrien@cbsa.com.au)
From:	Glenda Williams (glenda.williams@cbsa.com.au)
Date/time:	Thursday 4:05 p.m.
Subject:	Performance Management – Dispute
Attachments:	Performance Management Policy and Procedures.pdf

Good afternoon,

I have just received an email from Abby Smith, who has stated that she is very unhappy with the outcome of her Performance Management Plan (PMP) review. Abby has been assessed as underperforming on the performance indicator of 'Positive Interactions with Clients'.

Abby advised that it appeared to her that the rating she received was based on a complaint by a client who complained about not getting all the information they required to use the new system. She said client was late to the training session and kept leaving the room to take phone calls. She feels that all the positive comments she otherwise gets have not been taken into account.

I would like you to follow up with Abby and explain the options available as set out in the Performance Management Policy and Procedures. Please be very supportive in your response and copy me in on the email.

Kind Regards,

Glenda Williams

HR Manager

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222

www.cbsa.com.au

Attachment

- **Performance Management Policy and Procedures**

Refer to document link: Performance Management Policy and Procedures

Task 1: Email update on the Performance Management System

1. Based on the email above, you are to review the Performance Management Policy and Procedures and advise Abby of the options she has for disputing the outcome.

   Do this by sending an email to Abby Smith and copy in Glenda Williams using the template below. The email must:

   - Specify who the email is to.
   - Specify who the email is from.
   - Specify the date and time you sent the email.
   - Specify the subject.
   - Specify the attachments (policy and/or procedure documents) that may be relevant to your message
   - Contain a body part of the email detailing why you are sending this email.
     - You should identify and explain two (2) options or stages for addressing this issue in line with the appropriate section of the Performance Management Policy and Procedures.
     - It should provide both advice and support to the staff member.
     - The text of the email should be in grammatically correct English and written in an appropriate (polite, business-like) style.
   - Complete the email footer specifying the job position you are role playing.

   (Approximate word count: 250 words in email content)

COMPLETE BUSINESS SOLUTIONS AUSTRALIA

Email Template

To:	<<Add name(s) and position title of main email recipients here>>
From:	<<Add your name and position title here>>
CC:	<<Add names and position title of carbon copy email recipients here (leave blank if none)>>
Date/time:	<<Add the time and date of the email here>>
Subject:	<<Add the subject of the email here>>
Attachments:	<<Add the name of any attachments here (leave blank if none)>>

To <<Add email recipient(s) name here>>,

<<Add message here. Add as much space as necessary.>>

Kind regards

<<Add your name here>>

COMPLETE BUSINESS SOLUTIONS AUSTRALIA

<<Add your job position here>>

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222

www.cbsa.com.au

Assessor instructions: Students must prepare an email to send and copy Glenda Williams using the Email Template and complete it as indicated in the example. The email from the student should be addressed to Abby and accurately state the options that Abby has for disputing the outcome as stated in the PMS Policy and Procedure.

This is so that Abby could discuss the outcome in the relevant review meeting. If this does not resolve the issue, Abby can access grievance procedures to address the issue.

The email must specify:

- The email be delivered to Abby Smith and copy in Glenda Williams.
- The email is from themselves (in the role of Zane O'Brien).
- The date and time that they sent the email.
- A relevant subject (such as Dispute resolution options or Performance management dispute/ complaint).
- The reason for the email (such as: accurately state the options that Abby has for disputing the outcome as stated in the PMS Policy and Procedure that Abby could discuss the outcome in the relevant review meeting. If this does not resolve the issue, Abby can access grievance procedures to address the issue.).
- Student must specify their job position that they are role playing (Human Resources Consultant).

A sample answer is provided below.

COMPLETE BUSINESS SOLUTIONS AUSTRALIA	**Email Template**
To:	*Abby Smith*
From:	*<<Students name and position title here>>*
CC:	*Glenda Williams (HR Manager)*
Date/time:	*<<Add any time and date of the email here>>*
Subject:	*Dispute resolution options*
Attachments:	*Performance Management Policy and Procedures.pdf*

To Abby,

Following your latest performance review, Glenda has forwarded me the details of your concerns. I am sorry to hear that you are not happy with the results of your review.

Based on the information provided, there are two (2) steps to address this issue.

1. *Meet with your direct manager to discuss the issue.*
2. *Access the organisation's grievance procedure*

Firstly, you should request a follow-up meeting with your direct manager to discuss your perspective in relation to the feedback provided.

This can be done with the intention of explaining the impact of your client's behaviour on their overall experience so that your manager can understand the situation more clearly.

You can also ask to clarify that positive feedback received over the year has been considered in determining this outcome and submit examples for inclusion where available.

If this does not resolve the issue to your satisfaction, you can access the grievance procedure to formally escalate the issue for resolution. This is captured in the Grievance Procedure component of the attached Performance Management Policy and Procedures document and would provide a formal structure for this issue to be reviewed by an independent representative, perhaps myself or Glenda, in order to offer an objective point of view and outcome.

If you would like additional information on navigating the stages above, please let me know and we can set a time to meet and work through any questions you may have.

Kind regards

<<Students Name>>

COMPLETE BUSINESS SOLUTIONS AUSTRALIA

HR Officer

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222

www.cbsa.com.au

Part B: Develop an Information Training Session

To:	Zane O'Brien [zane.obrien@cbsa.com.au]
From:	Glenda Williams [glenda.williams@cbsa.com.au]
Date/time:	Tuesday 11:11 a.m.
Subject:	Performance Management system training
Attachments:	Performance Management Policy and Procedures.pdf

Good Morning Zane,

Communication and application seem to be a significant component of the issues experienced in applying Performance Management. In order to address this, I would like you to provide an information training session to staff about the Performance Management system.

In response to the issues you identified in your review report [Assessment 2, Part A] and a desire to ensure that systems are understood and followed, it is important everyone attends the training session. You will need to run a few session to capture everyone, but I would first like to focus on the Managers.

This first information training session for Managers should provide:

- a clear overview of the objectives of the performance management system
- details of the performance management procedures as included in the Performance Management Policy and Procedures.

Please email me a copy of the session's presentation materials and discussion notes so I can review and approve them.

Kind Regards,

Glenda Williams

HR Manager

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222

www.cbsa.com.au

Attachment

- **Performance Management Policy and Procedures**

Refer to document link: Performance Management Policy and Procedures

Task 1: Develop an information training session presentation and notes

Based on the email, you are to develop training materials for a 10-minute training session on the Performance Management system to be delivered to Managers.

Using PowerPoint or other training tool. The training materials must address the following:

- Slide 1: Introduce the information training session - identify what the session will cover and why
- Slide 2: What is the Performance Management system (Policy)
- Slide 3: Using the Performance Management Plan (Procedures)
- Slide 4: Tips and hints on giving performance appraisal feedback
- Slide 5: Where to for help: Any questions?

Delivery/slide notes must be developed to support your session. These will ensure you have a structured and professional delivery. Notes need to include an introduction, address key points to be discussed so that information on the slides are minimal, allow for and encourage questions and answers and where attendees can go for further information (i.e. Human Resources or the policy and procedures document).

The presentation must:

- Use language that is appropriate for the audience.
- Meet the needs of the audience by creating an engaging session that:
  - has a logical flow: introduction, topic information and conclusion
  - encourages open discussion, questions and answers
  - keeps the text on the slides to a minimum
  - uses a clear and easy to read font
  - uses relevant images to enhance content

Submission instructions:

- Save the presentation in PDF format and name the file using the following naming convention: yymmdd_yourname_BSBHRM411_03_PBT1.pptx
- Submit the PowerPoint presentation together with your assessment.

(Approximate word count: 500 words)

Assessor Instructions: The student must develop a PowerPoint presentation, providing overview information to Managers on the following components:

- Slide 1: Introduce the information training session - identify what the session will cover and why
- Slide 2: What is the Performance Management system (Policy)
- Slide 3: Using the Performance Management Plan (Procedures)
- Slide 4: Tips and hints on giving performance appraisal feedback
- Slide 5: Where to for help: Any questions?

Students must include delivery/slide notes that cover the details they plan to discuss for each slide.

The information must be well-written, clearly and logically presented and link back to the information included in the Performance Management policy and procedure information.

A sample guide for each slide's content/information (discussion points) is provided below.

Slide 1: Introduce the information training session - identify what the session will cover and why

- CBSA have clear policy and procedures around performance management
- To date, this has not been applied well/consistently across the business
- This session aims to introduce/reinforce the Performance Management system for better application and compliance

Slide 2: What is the Performance Management system (Policy)

- The Performance Management system is captured in the Performance Management Policy and Procedures document. It covers the intention and application of performance management, from setting clear goals for all employees, recognising performance, managing employee disputes or grievances related to performance, and managing staff performance records.
- The Performance Management policy aims to set clear performance expectations for all employees.
- These performance expectations will relate to the business plan/organisational goals, the department/role/function and the employee.

Slide 3: Using the Performance Management Plan (Procedures)

- Performance Management Plan is used to capture key responsibilities for each employee
- Key Performance Indicators (KPIs) reflect SMART (specific, measurable, achievable, relevant and time related) goals that support expected performance by articulating deliverables against the key responsibilities of the role
- The key responsibilities are sourced from the employee's position description
- Additional responsibilities and KPIs are developed in line with the organisation's Business Plan to ensure each role supports its achievement
- The PMP is set at the start of the financial year (July), reviewed mid-year (January) and finalised at the end of the financial year (June/July), at which point a new PMP is set for the new period
- Professional development/improvement/training are identified as part of this process to ensure employees have what they need to succeed.

Slide 4: Tips and hints on giving performance appraisal feedback

- Be task focused and specific – Use clear and precise language about what was expected and what was performed
- Be about the situation and not the individual – Do not make it personal (i.e. personal attributes)
- Give praise where it is due – Celebrate the wins!
- Be sincere -Ensure your tone reflects your conversation
- Make it a conversation – Do not just tell, discuss and listen with an open mind
- Make it timely – Do not hold on to feedback. Share it when you have it, as employees deserve to know the good feedback when it is received and should have the opportunity to improve on the bad feedback when it happens, not weeks/months later when they have continued on the assumption it was appropriate/adequate

Slide 5: Where to for help: Any questions?

- Open the floor for any questions from participants – if one person is thinking it, the odds are several are
- Direct Managers to the Performance Management Policy and Procedures, PMP, Position Descriptions, and Performance Appraisal Checklist documents as needed
- Managers may also reach out to Human Resources with any specific question

Task 2: Email report on the Performance Management System review

Send an email to Glenda Williams using the template below and attach the presentation and delivery notes you have developed (reference it in attachments and the content of the message). The email must:

- Specify who the email is to.
- Specify who the email is from.
- Specify the date and time you sent the email.
- Specify suitable email subject.
- Specify the attachments, such as the presentation and delivery notes.
- Contain a body part of the email to Glenda Williams summarising what you have developed and requesting approval to deliver.
- Complete the email footer specifying the job position you are role playing.

(Approximate word count: 50 words in email content)

COMPLETE BUSINESS SOLUTIONS AUSTRALIA	**Email Template**
To:	<<Add name(s) and position title of main email recipients here>>
From:	<<Add your name and position title here>>
CC:	<<Add names and position title of carbon copy email recipients here (leave blank if none)>>
Date/time:	<<Add the time and date of the email here>>
Subject:	<<Add the subject of the email here>>
Attachments:	<<Add the name of any attachments here (leave blank if none)>>
To <<Add email recipient(s) name here>>, <<Add message here. Add as much space as necessary.>> Kind regards <<Add your name here>>	
COMPLETE BUSINESS SOLUTIONS AUSTRALIA	<<Add your job position here>> 300 Fictional Way, Sydney, NSW 2000 Phone: 1800 111 222 www.cbsa.com.au

Assessor instructions: Students must compose an email introducing the Performance Management training and discussion notes using the Report Template.

The student must prepare an email to send to Glenda Williams using the Email Template and complete it as indicated in the example.

The email must specify:

- the email be delivered to Glenda Williams
- the email is from themselves
- the date and time that they sent the email
- a relevant subject (such as Performance management training)
- the reason for the email (such as: Please find attached presentation documents and notes for review)
- the attachments must be included (Professional Development training presentation and delivery notes)
- student must specify their job position that they are role playing (Human Resources Officer).

A sample answer is provided below.

Email Template

To:	*Glenda Williams (HR Manager)*
From:	*<<Students name and position title here>>*
CC:	
Date/time:	*<<Add any time and date of the email here>>*
Subject:	*Performance Management System Presentation*
Attachments:	*Performance Management System. pptx*

To Glenda,

Following on from your email, please find attached a copy of the Performance Management System presentation and discussion notes for our upcoming Manager training as requested.

Please review the attached presentation and confirm if you are happy for me to commence delivery of this training to our managers.

Kind regards

<<Students Name>>

COMPLETE BUSINESS SOLUTIONS AUSTRALIA

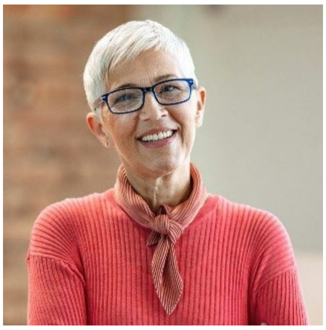
HR Officer

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222

www.cbsa.com.au

Part C: Conduct an Information Training Session



To:	Zane O'Brien [zane.obrien@cbsa.com.au]
From:	Glenda Williams [glenda.williams@cbsa.com.au]
Date/time:	Thursday 10:18 a.m.
Subject:	Performance Management System Training

Good Morning Zane,

Thanks for the training materials; the Manager's sessions should be very effective. Please go ahead and run the first Manager information training session tomorrow morning to a sub-set (two managers) to test the information/presentation.

The Managers are under some significant time pressures at the moment, so please try and keep your session within 10 minutes, allowing time for questions throughout. I suspect the questions you receive will help us identify gaps in Managers knowledge or skill in implementation.

Once you have run this session, can you please provide feedback on the following via email:

- How many people attended your test session?
- How long did the session take?
- Were you able to cover all the material as planned? If not, how much longer do you think you would have needed?
- What questions were asked in the session? Were you able to address these?
- Based on this feedback, what changes do you need to make to the presentation to make sure Managers get the most out of this session?

I look forward to hearing how this session is received.

Kind Regards,

Glenda Williams

HR Manager

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222

www.cbsa.com.au

Task 1: Deliver Performance Management System Training

Based on the email above, you are to deliver the training session you have prepared in Part B.

For this session, you are to deliver the training within 10 minutes to at least two (2) participants in the role of Managers.

During the session, you are required to:

- Present the training materials and discussion/slide notes developed in Part B Task 1 above
- Present to a minimum of two (2) participants playing the role of CBSA Manager
- Encourage questions and manage at least two (2) questions from your participants throughout the session
- Deliver the training, answer any questions and wrap up in 10 minutes

Participants must ask at least two (2) questions in total during or at the end of the training session. These must include:

- What do I do if my employee and I do not agree with a performance review rating? Are there any triggers or behaviours I should look out for when having this type of conversation in order to avoid conflict?

Additional questions may include:

- What do I do if a team member is underperforming?
- Are there any benefits or perks available for high performing staff?

You must answer the questions clearly, accurately, and per Performance Management Policy and Procedures.

You must use your discussion notes throughout the session to stay on track and ensure everything is covered.

Before delivering the presentation, ensure you practice your delivery so you are well prepared. You will be assessed on your presentation technique as well as the content of your presentation. These effective communication skills and techniques must include:

- Asking questions and listening carefully to gather and evaluate information
- Using appropriate vocabulary and tone to present ideas, give advice and make suggestions
- Using appropriate systems (i.e. MS teams or Zoom) and tools (i.e. MS PowerPoint) when communicating

Role play instructions

The role play/training session must include at least two (2) participants, must not exceed 10 minutes, and must address all elements of the Observation Checklist below.

You will participate in a role play/training session with others in this task. These may be resourced using one of the following options:

- Peers who you are already working with, in the industry your qualification relates to.
- Fellow students who will play the role of a team member. Please contact your fellow students via the Discussion Forum and coordinate your role play with them directly.

If you are unable to find participants to play the role of the other team members, contact your assessor via the Discussion Forum, who will discuss options for pairing up with other students to complete this task.

Participant role outline

2 x CBSA Managers

- Manager level positions with direct reporting line to staff

- Must demonstrate active listening and questioning
- Must ask two questions (total) during the presentation.
  - MUST ask: What do I do if my employee and I do not agree with a performance review rating? Are there any triggers or behaviours I should look out for when having this type of conversation in order to avoid conflict?
  - May ask: What do I do if a team member is underperforming?
  - May ask: Are there any benefits or perks available for high performing staff?

Option 1: Peer participants

Should you complete this task with your Peers, you must fully brief all participants, providing them with the context to the role play/training session, a role outline to play and a copy of the observation checklist so that they can prepare for the recording.

Peers will need to state their name and job title at the start of the recording to inform consent.

Option 2: Fellow student participants

Fellow students participating in the recording must be provided with context to their role and responsibilities in the session and have reviewed the assessment activity and observation checklist so that they can prepare for the recording.

Students will need to state their name and that they are a student (as their job title) at the start of the recording to inform consent.

Recording instructions

Your role play must be recorded with all participant/s captured in a virtual room using a system such as Zoom, Skype or Teams.

Consent to participate in the recording must be captured for all participants at the start of the training session. This is achieved by the student reading the following statement at the start of the recording, with all participants replying their name and job title to inform consent.

"This session/presentation is being recorded for assessment purposes for my course with Swinburne Open Education. This session will be recorded and submitted through my course online learning platform to my Assessor for grading. All participant/s in this session indicate their consent to be included in this recording by stating their name and job title."

The time taken to capture consent at the start of the recording does not count towards the recording time limit.

Submission instructions:

- Save the recording and name the file using the following naming convention: yymmdd_yourname_BSBHRM411_03_PCT1
- Submit the recording together with your assessment.

Observation Checklist: Performance Management system – Manager information training session		
The student being assessed must:	Satisfactory/ Not Yet Satisfactory	Assessor Comments
Summarise the content of the presentation clearly and concisely.	S ☐	

	NYS ☐	
Deliver the presentation and discussion notes professionally and clearly to Managers within the allotted time.	S ☐ NYS ☐	
Uses appropriate vocabulary and tone to present ideas, give advice and make suggestions.	S ☐ NYS ☐	
Ask questions to understand and respond to the following question clearly, accurately and concisely: - What do I do if my employee and I do not agree with a performance review rating? Are there any triggers or behaviours I should look out for when having this type of conversation in order to avoid conflict?	S ☐ NYS ☐	
Ask questions to understand and respond to an additional question clearly, accurately and concisely.	S ☐ NYS ☐	
Uses appropriate systems (i.e. MS teams or Zoom) to run the session.	S ☐ NYS ☐	
Uses appropriate tools (i.e. MS PowerPoint) to support communication.	S ☐ NYS ☐	

Assessor instructions: Students must record their Performance Management system training delivery to two (2) CBSA Managers.

Students must present the training, utilising their discussion notes.

Participants/Managers must ask two (2) questions the student must answer accurately and clearly.

One of these questions must include:

- *What do I do if my employee and I do not agree with a performance review rating? Are there any triggers or behaviours I should look out for when having this type of conversation?*

The answer for this question may vary however should include the following:

- Triggers: Eg. Not agreeing with their self-assessment.
- Behaviour: Eg. They may start to talk faster/louder, they may blush, they may fidget in their seat, they will begin to look agitated.
- Strategy to moderate: Eg. Talk calmly, bring the conversation back to the facts/evidence, and if you cannot calm them/reach agreement schedule a follow up meeting to resolve once you can check/consider their input better/ they can submit more evidence.

The training session must not exceed 10 minutes (excluding the collection of participant consent at the start of the recording).

Use the observation checklist above to record the outcomes of this task.

Task 2: Email feedback on the Performance Management Training

Based on Glenda's email above, send an email with the session feedback as requested. The email must:

- Specify who the email is to.
- Specify who the email is from.
- Specify the date and time you sent the email.

- Specify suitable email subject.
- Contain a body part of the email to Glenda Williams providing feedback on the Performance Management Training including:
    - How many people attended your test session?
    - How long did the session take?
    - Were you able to cover all the material as planned? If not, how much longer do you think you would need?
    - What questions were asked in the session? Were you able to address these?
    - Based on this feedback, what changes do you need to make to the presentation to make sure Managers get the most out of this session?
- Request approval to make the recommended changes ahead of the training roll out.
- Complete the email footer specifying the job position you are role playing.

(Approximate word count: 260 words in email content)

COMPLETE BUSINESS SOLUTIONS AUSTRALIA

Email Template

To:	<<Add name(s) and position title of main email recipients here>>
From:	<<Add your name and position title here>>
CC:	<<Add names and position title of carbon copy email recipients here (leave blank if none)>>
Date/time:	<<Add the time and date of the email here>>
Subject:	<<Add the subject of the email here>>
Attachments:	<<Add the name of any attachments here (leave blank if none)>>

To <<Add email recipient(s) name here>>,

<<Add message here. Add as much space as necessary.>>

Kind regards

<<Add your name here>>

COMPLETE BUSINESS SOLUTIONS AUSTRALIA

<<Add your job position here>>

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222

www.cbsa.com.au

Assessor instructions: Students must compose an email providing feedback on the Performance Management Training session as requested by Glenda in her email above.

The student must prepare an email to send to Glenda Williams using the Email Template and complete it as indicated in the example.

The email must specify the following:

- the email be delivered to Glenda Williams
- the email is from themselves
- the date and time that they sent the email
- a relevant subject (such as Performance management training feedback)
- the reason for the email (such as: Please find following feedback on the first Performance Management Training session)
- feedback on the session as requested including:
    - How many people attended your test session?
    - How long did the session take?
    - Were you able to cover all the material as planned? If not, how much longer do you think you would need?
    - What questions were asked in the session? Were you able to address these?
    - Based on this feedback, what changes do you need to make to the presentation to make sure Managers get the most out of this session?
- request approval to make the changes ahead of the training roll out
- student must specify their job position that they are role playing (Human Resources Officer).

Students answers must reflect the session recorded and submitted in Part C Task 1.

A fictional sample answer is provided below.

CBSA COMPLETE BUSINESS SOLUTIONS AUSTRALIA

Email Template

To:	*Glenda Williams (HR Manager)*
From:	*<<Students name and position title here>>*
CC:	
Date/time:	*<<Add any time and date of the email here>>*
Subject:	*Performance Management System Training feedback*
Attachments:	*N/A*

To Glenda,

Yesterday I ran the first Performance Management Systems Training session to a test audience as suggested.

Please find following feedback relating to this session as requested.

- *How many people attended your test session? **2 Managers***
- *How long did the session take? **10 minutes exactly.***
- *Were you able to cover all the material as planned? If not, how much longer do you think you would need? **No, I ran out of time. I believe I need at least 5 minutes longer.***

- *What questions were asked in the session? Were you able to address these?* ***I was asked:***
    - ***What do I do if my employee and I do not agree with a performance review rating? Are there any triggers or behaviours I should look out for when having this type of conversation?***
    - ***And What do I do if a team member is underperforming?***

    I was able to answer both questions in the session.
- *Based on this feedback, what changes do you need to make to the presentation to make sure Managers get the most out of this session?* ***I feel the following changes would improve this session:***
    - ***Allocating extra time – another 5 minutes at least.***
    - ***Asking for questions to be kept until the end so that I can potentially cover the answers before I am asked.***
    - ***Expand on the process/options on how to manage performance reviews where the employee and manager do not agree.***

Please confirm if you are happy for me to make these changes before rolling this training out more widely.

Kind regards

<<Students Name>>

COMPLETE BUSINESS SOLUTIONS AUSTRALIA

HR Officer

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222

www.cbsa.com.au

Assessment checklist:

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

Part A: Performance Review Dispute		
1	Email to Staff Member *(in assessment document)*	☐
Part B: Develop an Information Training Session		
1	Presentation and delivery notes *(attach PowerPoint file separately)*	☐
2	Email to HRM *(in assessment document)*	☐
Part C: Conduct an Information Training Session		
1	Recording of Presentation *(attach recorded file separately)*	☐
2	Email to HRM *(in assessment document)*	☐

Congratulations you have reached the end of Assessment 3!