



BSBHRM411

ASSESSOR GUIDE

## Administer performance development processes

Assessment 2 of 3

Project

## Assessment Instructions

### Task overview

This assessment task is divided into two [2] parts.

- Part A: Performance Management system review
- Part B: Performance Management tools

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:

- Performance Management Policy and Procedures
- Communication Policy and Procedures
- Business Plan
- Position Description Template
- Performance Management Plan Template

## 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 aim to provide you with the opportunity to demonstrate the appropriate skills and knowledge needed to review and Performance Management tools.

## Part A: Performance Management system review



To: Zane O'Brien [zane.obrien@cbsa.com.au]  
From: Glenda Williams [glenda.williams@cbsa.com.au]  
Date/time: Monday 10:18 a.m.  
Subject: Performance Management System Review  
Performance Management Policy and Procedures.pdf;  
Business Plan.pdf;  
Attachment: HR Staff File Report.docx;  
Performance Management System Review - Report Template.docx

Good Morning,

I have an important task for you. I need you to do a Performance Management system review. The system was implemented 18 months ago and is still relatively new. It needs a thorough review to ensure we have an effective system supporting our Business Plan.

I would like you to review the following documents as part of this process:

- Performance Management Policy and Procedures
- HR Staff File Report

I would like you to look for:

- Trends and/or problem areas with the performance management system.
- Any skill needs/performance gaps and options to address.
- Recommendations for improvement to the performance management system.

I've attached a Performance Management System Review - Report Template to use for this review. Please email me the report once you have completed it.

Kind Regards,  
Glenda Williams

HR Manager  
300 Fictional Way, Sydney, NSW 2000  
Phone: 1800 111 222  
[www.cbsa.com.au](http://www.cbsa.com.au)



## ATTACHMENTS

- **Performance Management Policy and Procedures**

Refer to document link: Performance Management Policy and Procedures

- **Business Plan**

Refer to document link: Business Plan

- **HR Staff File Report.docx**

HR Staff File Report
<b>Tracey White</b>
<p>Commenced employment as a Trainer with CBSA two years ago.</p> <p>The Training Manager, responsible for conducting the performance reviews for the trainers supervises Tracey.</p> <p>Performance Management Plan (PMP) in Tracey's file indicates three reviews (first, interim and final) carried out by Training Manager.</p> <p>As Tracey commenced employment with CBSA prior to the implementation of the PMS, there is no evidence in the file that she was provided with an induction into the PMS or information about her position description and key performance indicators.</p> <p>All reviews were completed and signed by Training Manager and Tracey. Report indicates all identified KPIs achieved and outstanding performance noted. Tracey commented that she thought it would be better to just have two performance reviews a year – one at six months and the other at the end of the year. It feels like too many having three.</p> <p>There is no evidence in the file that outstanding performance was actioned in accordance with CBSA Productivity and Rewards Program.</p> <p>Note in the file that Tracey is not clear on her role in relation to a new WHS policy and procedure that has just been introduced.</p>
<b>Steve Alfonso</b>
<p>Commenced employment with the CBSA as a Training Manager 18 months ago, replacing another Training Manager.</p> <p>The Human Resources Manager carried out Steve's performance reviews. PMP in Steve's file indicates three reviews (first, interim and final) carried out by Human Resources Manager. All reviews completed and signed by HRM and Steve. Induction checklist in the file indicating that the PMS explained.</p> <p>However, although performance indicators shown in PMP, it is not clear where these come from as no position description is included in the file. Report indicates all identified KPIs achieved.</p>

Report notes that Steve has not always completed the hazard checklist required prior to classroom teaching. Steve has also had some issues with project management (time management).
<b>Abby Smith</b>
<p>Commenced employment as a trainer with the CBSA one year ago.</p> <p>The Training Manager who is responsible for conducting the performance reviews supervises Abby.</p> <p>PMP in Abby's file indicates three reviews (first, interim and final) carried out by Training Manager. All reviews completed but not signed by Abby.</p> <p>Report indicates all identified KPIs achieved. Induction checklist included stating key performance indicators for job role explained. Interim report notes underperformance on some of the key performance indicators.</p> <p>Underperformance was discussed with Abby and action taken. Abby also notes in the report that she is not sure how to use the hazard checklist that she is supposed to use before commencement of lessons.</p>
<b>Kelly Munro</b>
<p>Commenced employment as a Business Development Specialist with the CBSA four months ago.</p> <p>The Sales and Marketing Manager responsible for conducting the performance reviews supervises Kelly.</p> <p>PMP in Kelly's file indicates PMS explained at induction, including key performance indicators.</p> <p>First review was conducted only as Kelly has only been with the organisation for four months, and report indicates all identified KPIs achieved. Kelly commented that at her previous workplace, performance reviews were conducted twice a year only and she feels this will be more efficient.</p> <p>Report signed by Sales and Marketing Manager and Kelly. Further training identified to meet need for project management planning skills. Action identified to seek out an appropriate course.</p>
<b>Sally Pierce</b>
<p>Commenced employment as a Personal Assistant with CBSA three years ago.</p> <p>The Managing Director who is responsible for conducting the performance reviews supervises Sally.</p> <p>PMP in Sally's file indicates first review and interim review carried out. No further reviews included.</p> <p>PMP included for first review, not signed. No other reports included. No evidence that key performance indicators of job role explained.</p>

- **Performance Management System Review - Report Template.docx**

<b>REPORT</b>	
<p><b>Overview</b> Purpose of the report</p> <p>[Approximately 40 words]</p>	
<p><b>Performance Management Policy and Procedures</b></p> <p>[Approximately 40 words]</p>	

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**Current Performance Management application**  
 [Using the information provided in the HR Staff File Report, capture notes on the application of the current performance management system.]

Have the performance review meetings been held in accordance with the CBSA PM Policy and Procedures? Provide a detailed response to support your answer.  
 [Approximately 10-20 words per employee]

Name	Performance review meeting held
Tracey White	
Steve Alfonso	
Abby Smith	
Kelly Munro	
Sally Pierce	

From your review of the files, was it evident that training and/or information on the Performance Management system and key performance indicators were provided to staff? Provide a detailed response to support your answer.  
 [Approximately 10-40 words per employee]

Name	Performance Management system and key performance indicators explained to staff
Tracey White	
Steve Alfonso	
Abby Smith	
Kelly Munro	
Sally Pierce	

Were copies of the PMPs included for all performance reviews? If not, what was missing?  
 [Approximately 10-20 words per employee]

Name	PMPs recorded in staff files
Tracey White	
Steve Alfonso	

Abby Smith	
Kelly Munro	
Sally Pierce	
Were copies of each of the reports signed? If not, what was missing? [Approximately 10 words per employee]	
<b>Name</b>	<b>PMP signed by all parties</b>
Tracey White	
Steve Alfonso	
Abby Smith	
Kelly Munro	
Sally Pierce	
<b>Performance Standards – High Performance</b>	
Was the procedure for rewarding good performance followed for relevant staff? If not, what action should have been taken to reward good performance for the staff member? [Approximately 40 words]	
<b>Performance Standards – Under Performed</b>	
Was the procedure for addressing underperformance followed for relevant staff? If not, what action should have been taken for the underperformance of the staff member? [Approximately 20 words]	
<b>Trends and/or problem areas</b>	
From your review of all the staff files, identify and discuss any trends or problem areas that need attention. [Approximately 40 words]	

<b>Skill needs/performance gaps</b>			
<p>From your review of all the staff files, what areas were identified consistently as skills needs/performance gaps? Explain your answer. [Approximately 50 words]</p>			
<b>RECOMMENDATIONS</b>			
<p>What are the strengths and weaknesses of the current performance management system and its implementation? [Identify two (2) of each]</p>			
STRENGTHS		WEAKNESSES	
1.		1.	
2.		2.	
<p>What improvements could be made to the Performance Management system in light of your review of the staff files? [Identify at least three (3) improvements]</p>			
1.			
2.			
3.			

You must complete the following two (2) tasks based on the email and attachments.

### Task 1: Report on Performance Management system

Complete a review of the existing Performance Management Policy and Procedures document, Business Plan, templates (as attached to the email above) and HR Staff Files in order to complete a report on the state of the Performance Management system overall.

In your review, you must focus on the following:

- Review the Performance Management Policy and Procedures document.



- Does this document clearly articulate the purpose of the performance management policy?
- Does this document clearly outline the performance management processes, including timeframes and document management?
- Does this document clearly articulate the link between the Performance Management system and the Business Plan?
- Does this document clearly outline the procedure to manage disputes that may arise during the performance management process?
- Review current HR Staff File Report information related to the Performance Management system to determine:
  - If the system rewards good performance.
  - If the system addresses underperformance.
  - Any skill gaps or training needs need to be addressed.
  - Any trends or issues that require action.
- Provide a summary of the Performance Management systems strengths and weaknesses and an overall recommendation for improvement, directly referencing the Performance Management Policy and Procedures, Business Plan and HR Staff File Report data.

Complete your report using the report template attached to the email (see above). Your report must be written in clear and concise English, be professionally presented and error-free. It must address all aspects of the review you have carried out.

### Assessor instructions:

Students must complete a review and analysis of the current Performance Management system using the Report Template provided. They must reflect the following documents in their answer:

- Performance Management Policy and Procedures:
  - The Performance Management Policy and Procedures section of the report must reflect:
    - gaps within the document such as unclear timeframes, the fact there is no financial incentive scheme for strong performance, no clear link to the business plan goals etc. [alternatives may apply]
    - the dispute/grievance procedure is captured in the document [students must directly reference this as fact]
- Business Plan:
  - May be referenced as a gap in the Performance Management Policy and Procedures section of the report.
  - Must be referenced in the Weaknesses [no clear link] and Recommendation [improve the link].
- HR Staff files
  - Direct reference to individual circumstances for each Application section element.

A sample answer is provided below however alternatives are acceptable as indicated.



<p><b>Overview</b> Purpose of the report [Approximately 40 words]</p>	<p><b>Assessor Note: Alternatives acceptable.</b> <i>Review the performance management system, including the Performance Management Policy and Procedures and HR Staff File Report.</i> <i>The system is 18 months old, and the purpose of the review is to evaluate if the system is functioning effectively.</i></p>
<p><b>Performance Management Policy and Procedures</b> [Approximately 40 words]</p>	
<p><b>Assessor Note: Alternatives acceptable.</b> <i>The Performance Management Policy and Procedures document is quite thorough and includes all the procedures required for Performance Management tools.</i> <i>Timeframes are a little unclear, although the information is there.</i> <i>The process for managing disputes is also captured under the Grievance Procedure.</i></p>	
<p><b>Current Performance Management application</b> [Using the information provided in the HR Staff File Report, capture notes on the application of the current performance management system.] <b>Assessor Note: Details to be captured as indicated, although wording may vary.</b></p>	
<p>Have the performance review meetings been held in accordance with the CBSA PM Policy and Procedures? Provide a detailed response to support your answer. [Approximately 10-20 words per employee]</p>	
<p><b>Name</b></p>	<p><b>Performance review meeting held</b></p>
<p>Tracey White</p>	<p><i>Yes: first, interim and final review meetings and PMPs completed.</i></p>
<p>Steve Alfonso</p>	<p><i>Yes: first, interim and final review meetings and PMPs completed.</i></p>
<p>Abby Smith</p>	<p><i>Yes: first, interim and final review meeting and PMPs completed.</i></p>
<p>Kelly Munro</p>	<p><i>Yes: the first review meeting was conducted only as Beth was employed four months ago.</i></p>
<p>Sally Pierce</p>	<p><i>No: first and interim review meeting conducted only. First PMP for review meeting included only.</i></p>
<p>From your review of the files, was it evident that training and/or information on the Performance Management system and key performance indicators were provided to staff? Provide a detailed response to support your answer. [Approximately 10-40 words per employee]</p>	
<p><b>Name</b></p>	<p><b>Key performance indicators explained to staff</b></p>
<p>Tracey White</p>	<p><i>No evidence: PM system commenced after Tracy started with the organisation, and no evidence of an induction being undertaken to ensure Tracey knows about the KPIs. Fortunately, Tracey seems to be doing very well.</i></p>
<p>Steve Alfonso</p>	<p><i>No: Induction checklist show PMS discussed, including KPIs. However, no position description, including KPIs included in file.</i></p>

Abby Smith	<i>Yes: Induction checklist show PMS discussed, including KPIs.</i>
Kelly Munro	<i>Yes: Induction checklist show PMS discussed, including KPIs.</i>
Sally Pierce	<i>No evidence: PMS commenced after Sally started with the College and no evidence of an induction being undertaken to ensure Sally knows about the KPIs.</i>
Were copies of the PMPs included for all performance reviews? If not, what was missing? [Approximately 10-20 words per employee]	
<b>Name</b>	<b>PMPs recorded in staff files</b>
Tracey White	<i>Yes: first, interim and formal PMPs included.</i>
Steve Alfonso	<i>Yes: first, interim and formal PMPs included.</i>
Abby Smith	<i>Yes: first, interim and formal PMPs included.</i>
Kelly Munro	<i>Yes: first PMP included only as Kelly was only employed four months ago.</i>
Sally Pierce	<i>No: first PMP included only. Notes that interim performance review conducted, but no report.</i>
Were copies of each of the reports signed? If not, what was missing? [Approximately 10 words per employee]	
<b>Name</b>	<b>PMP signed by all parties</b>
Tracey White	<i>Yes: first, interim and formal PMPs all signed.</i>
Steve Alfonso	<i>Yes: first, interim and formal PMPs all signed.</i>
Abby Smith	<i>No: Abby did not sign any of the PMPs included.</i>
Kelly Munro	<i>Yes: first PMP signed.</i>
Sally Pierce	<i>No: first PMP included not signed by either Sally or MD.</i>
<b>Performance Standards – High Performance</b>	
Was the procedure for rewarding good performance followed for relevant staff? If not, what action should have been taken to reward good performance for the staff member? [Approximately 40 words] <b>Assessor Note:</b> <i>Details to be captured as indicated, although wording may vary.</i>	
<i>Tracey White – Good performance recorded but no evidence that the procedure was followed. High performance should be followed up with formal recognition and or extended opportunities as outlined in the PM policy and procedures.</i>	
<b>Performance Standards – Under Performed</b>	

<p>Was the procedure for addressing underperformance followed for relevant staff? If not, what action should have been taken for the underperformance of the staff member?</p> <p>[Approximately 20 words]</p> <p><b>Assessor Note:</b> Details to be captured as indicated, although wording may vary.</p>			
<p><i>Abby Smith – Yes, procedure followed, and underperformance discussed and noted in report, as well as action to be taken.</i></p>			
<p><b>Trends and/or problem areas</b></p>			
<p>From your review of all the staff files, identify and discuss any trends or problem areas that need attention.</p> <p>[Approximately 40 words]</p> <p><b>Assessor Note:</b> Alternatives acceptable where they are reflective of trends or problems reported in the <i>HR Staff File Report</i>, for example students may indicate that a problem area is inconsistent training and application of PMP.</p>			
<p><i>Aspects of work health and safety are identified as an issue for all of the trainers/assessors. For example, Tracey is unsure of her responsibilities, Abby isn't sure how to use the hazard checklist and Steve hasn't always completed this checklist.</i></p>			
<p><b>Skill needs/performance gaps</b></p>			
<p>From your review of the staff files, what areas were identified consistently as skills needs/performance gaps?</p> <p>Provide a plan to address this skill need/performance gap.</p> <p>[Approximately 50 words]</p> <p><b>Assessor Note:</b> Alternatives acceptable where they are reflective of skill needs or performance gaps reported in the <i>HR Staff File Report</i>, for example students may indicate that skill needs/performance gaps exist for project management/ time management.</p>			
<p><i>It appears that general WHS information and awareness need to be provided to trainers/assessors, focusing on how and when to use the hazard checklist. This information and awareness could be provided through WHS training and/or mentoring from an experienced staff member.</i></p> <p><i>As long as student justifies answer for best option, this is acceptable.</i></p>			
<p><b>RECOMMENDATIONS</b></p>			
<p>What are the strengths and weaknesses of the current performance management system and its implementation?</p> <p>[Identify two (2) of each]</p> <p><b>Assessor Note:</b> Alternatives acceptable although they must reference the policy document, Business Plan link and application (HR data) in their answer.</p>			
STRENGTHS		WEAKNESSES	
1.		1.	

2.	<ul style="list-style-type: none"> <li>• <i>Strong Performance Management Policy and Procedures document</i></li> <li>• <i>Performance review meetings (first, interim and final) mostly been held in accordance with policy and procedure</i></li> <li>• <i>Performance reports, for the most part included</i></li> <li>• <i>Underperformance process followed</i></li> </ul>	2.	<ul style="list-style-type: none"> <li>• <i>Skill gaps identified are not being followed up/addressed</i></li> <li>• <i>Not being implemented consistently.</i></li> <li>• <i>Inconsistent approach to provision of information on KPIs</i></li> <li>• <i>No financial incentive for high performance</i></li> <li>• <i>Time-consuming process for under performers</i></li> <li>• <i>Link to business plan is vague</i></li> </ul>
<p>What improvements do you think could be made to the Performance Management system in light of your review of the staff files?          (Identify at least three [3] improvements)</p> <p><b>Assessor Note:</b> Alternatives acceptable although they must address gaps/issues in the policy document, Business Plan link and application (HR data) in their answer.</p>			
1.	<ul style="list-style-type: none"> <li>• <i>Provide training on WHS as skill gap identified in staff records but not addressed</i></li> <li>• <i>Provide training on performance management system to increase consistency in application</i></li> </ul>		
2.	<ul style="list-style-type: none"> <li>• <i>Stronger focus on role of manager to set performance expectations, particularly as it relates to the KPIs</i></li> </ul>		
3.	<ul style="list-style-type: none"> <li>• <i>Develop financial incentive to promote high performance</i></li> <li>• <i>Develop separate templates for under performers to support process and documentation requirements</i></li> <li>• <i>Develop stronger link to Business Plan</i></li> </ul>		

## Task 2: Revise Policy and Procedure document

During your review of the Performance Management Policy and Procedures document, you realise that there are quite a few issues in Section 2. Performance Management.

Review and update this section of the document as captured below as it relates to spelling and grammar. Make at least five [5] corrections.

Also adjust the point around the timeline applied to the Performance Management Plan. It should be clear that this is managed on a financial year basis (July to June) with goals set and agreed by the manager and employee at the start of the period (July) based on 50% achievement set for mid-year review (December/January) and 100% achievement in line with the full-year review (June/July). You may add extra bullet points to cover this if you prefer.

### 2. Performance Management

- Good performance is best understood and achieved when it is captured as part of a communication process between an employee and their Manager.
- The Performance Management Plan (PMP) is the document where this process is recorded.

- The PMPPP is used to capture the performance expectations for all employees.
- The performance expectations reflect the responsibilities of the employee's role and align to the organisations business plan and goals.
- Performance expectations are broken down into measurable key performance indicators (KPI's).
- An employees must have a PMP plan.
- The line manager and employee set the PMP at the start of the year and review it twice throughout a year.
- The PMP allows for both the reporting manager and employee to provide an assessment and review againsts the performance expectations.

### Assessor instructions:

Students must review and update Section 2 of the Performance Management Policy and Procedure document as captured above.

Students must correct at least five (5) spelling and grammar errors. Seven (7) errors included have been identified and corrected in the sample below.

Students must also rework the timeline component of the policy (point 7 in the list) to capture the following:

- The timeline is based on the financial year period (July to June)
- Goals are set annually at the start of the period (July) and agreed with the manager and employee
- Goals must have a 50% achievement element for mid year review (December/January)
- Goals must also have a 100% achievement element for full year review (June/July)

Students may add extra points to capture the above timeline elements as needed.

A sample answer is provided below however alternatives are acceptable as indicated.

## 2. Performance Management

- Good Good performance is best understood and achieved when it is captured as part of a communication process between an employee and their Manager.
- The Performance Management Plan (PMP) is the document document where this process is recorded.
- The PMPPP PMP is used to capture the performance expectations for all employees.
- The performance expectations reflect the responsibilities of the employee's role and align to the organisations business plan and goals.
- Performance expectationas expectations are broken down into measurable key performance indicators (KPI's).
- An All employees must have a PMP plan [delete the word plan].


- The line manager and employee set the PMP at the start of the year and review it twice throughout a year. [Delete point with replacement content below]
- The PMP period is based on a financial year [July to June].
- Goals are set and agreed with the manager and employee at the start of the period [July] annually.
- Goals must outline 50% achievement in line with the mid-year review [December/January] and 100% achievement in line with the full-year review [June/July].
- The PMP allows for both the reporting manager and employee to provide an assessment and review ~~against~~ against the performance expectations.


### Task 3: Email report on the Performance Management system review

Send an email to Glenda Williams using the template below and attach the report you have developed [Part A Task 1] and policy update [Part A Task 2]. The email must be completed in line with the Communication Policy and Procedures and:

- 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, i.e. Report and Performance Management Policy and Procedures.
- Contain a body part of the email detailing why you are sending this email. It should summarise the contents of the attachment and seek their approval to move forward with the project of modifying the relevant documents in line with your report recommendations [Part A Task 1] and updated policy component [Part A Task 2].
- Complete the email footer specifying the job position you are role playing.

[Approximate word count: 50 words in email content]

 <h2 style="text-align: center;">Email Template</h2>	
<b>To:</b>	<<Add name(s) and position title of main email recipients here>>
<b>From:</b>	<<Add your name and position title here>>
<b>CC:</b>	<<Add names and position title of carbon copy email recipients here [leave blank if none]>>
<b>Date/time:</b>	<<Add the time and date of the email here>>
<b>Subject:</b>	<<Add the subject of the email here>>

<b>Attachments:</b>	<<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>>	
 <small>COMPLETE BUSINESS SOLUTIONS AUSTRALIA</small>	<<Add your job position here>> 300 Fictional Way, Sydney, NSW 2000 Phone: 1800 111 222 <a href="http://www.cbsa.com.au">www.cbsa.com.au</a>

**Assessor instructions:**


Students must compose an email a complete a review and analysis of the current Performance Management system using the Report Template provided.

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 system review)
- the reason for the email (such as: please find attached completed report and policy update for review... seeking approval to proceed with updating the policy, procedures and templates as identified)
- the attachments must be included (System Review Report and Performance Management Policy and Procedure)
- student must specify their job position that they are role playing (Human Resources Officer).

A sample answer is provided below however alternative answers are acceptable.

 <small>COMPLETE BUSINESS SOLUTIONS AUSTRALIA</small>	<h2>Email Template</h2>
<b>To:</b>	<i>Glenda Williams (HR Manager)</i>
<b>From:</b>	<<Students name and position title here>>
<b>CC:</b>	
<b>Date/time:</b>	<<Add any time and date of the email here>>



<b>Subject:</b>	<i>Review of Performance Management system</i>
<b>Attachments:</b>	<i>Report and Performance Management Policy and Procedures</i>
<p><i>To Glenda,</i></p> <p><i>Following on from your email, I have completed a review of the Performance Management system. I have captured my notes and recommendations on report attached. I have also made revisions within the Performance Management Policy and Procedure document for your review.</i></p> <p><i>Please review the attached report and policy document and confirm if you are happy for me to proceed with the recommendations contained within.</i></p> <p><i>Kind regards</i></p> <p><i>&lt;&lt;Students Name&gt;&gt;</i></p>	
 <p><i>HR Officer</i></p> <p>300 Fictional Way, Sydney, NSW 2000</p> <p>Phone: 1800 111 222</p> <p><a href="http://www.cbsa.com.au">www.cbsa.com.au</a></p> <p><small>COMPLETE BUSINESS SOLUTIONS AUSTRALIA</small></p>	

## Part B: Performance Management tools



To: Zane O'Brien [zane.obrien@cbsa.com.au]  
From: Glenda Williams [glenda.williams@cbsa.com.au]  
Date/time: Wednesday 11:15 a.m.  
Subject: Performance Management system update  
Position Description – Trainer.docx;  
Performance Management Plan [PMP] - Trainer.docx;  
Attachment: Induction Checklist.docx  
Business Plan.pdf  
Performance Management Policy and Procedures.pdf

Good Morning Zane,

Thanks for submitting your report on the Performance Management system review. There were a few surprises in there and you have identified some valid improvements that I look forward to us addressing.

Initially, it would be helpful if we could develop a complete set of Performance Management documents as a sample to be used as a reference. For this purpose, please update the following documents in line with your recommendations:

- Position Description Template – for a Trainer
- Performance Management Plan- for a Trainer

[NOTE: I have chosen the role of Trainer for this as the Training Manager has advised that they do not currently have a complete or detailed Position Description.]

I would also like you to create a Performance Appraisal Checklist that staff can use in preparation for performance appraisal meetings. I've attached the induction checklist template that you can use as base for the document to be modified to suit this purpose/ process.

Please email me the updated documents once you have completed them.

Kind Regards,

Glenda Williams

HR Manager

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222

[www.cbsa.com.au](http://www.cbsa.com.au)



## ATTACHMENTS

- *Performance Management Policy and Procedures*

Refer to document link: Performance Management Policy and Procedures

- *Business Plan*

Refer to document link: Business Plan

- *Position Description – Trainer.docx*

POSITION DESCRIPTION			
<b>Position Title:</b>	Trainer/Assessor	Department:	Human Resources
<b>Reporting arrangements:</b>	Reports to: [Title] HR Manager [Currently Glenda Williams] Direct reports: [Title] N/A		
<b>Position Summary:</b>	To develop and deliver tailored training to and on behalf of CBSA clients.		
<b>Key Responsibilities:</b>	<p>This position is responsible for the following activities:</p> <ul style="list-style-type: none"> <li>• Act as a representative of CBSA in the role of Trainer/Assessor</li> <li>• Attendance at all team/project/client meetings as identified</li> <li>• <b>Administration of client training requirements and delivery</b></li> <li>• <b>Develop training resources as directed</b></li> <li>• <b>Conduct training sessions as directed</b></li> <li>• Capture and report on client/student experience and feedback</li> <li>• Ensure all student records and files are captured, maintained and up to date</li> <li>• Complete regular reporting on all training activities</li> <li>• Take responsibility for own Work Health and Safety in all workplaces</li> <li>• Abide by all CBSA policies and procedures</li> </ul>		
<b>Qualifications and experience</b>	<p>Qualification and experience requirements:</p> <ul style="list-style-type: none"> <li>• Certificate IV in Training and Assessment or similar higher education qualification in a relevant industry area</li> <li>• Minimum 3 years' experience training and assessing in the level and field of subjects to be taught</li> </ul> <p>Essential skills and knowledge:</p> <ul style="list-style-type: none"> <li>• Strong consultation and communication skills – written and verbal</li> <li>• Experience in course content and assessment development</li> <li>• Strong digital literacy</li> </ul>		

- Performance Management Plan [PMP]– Trainer.docx

PERFORMANCE MANAGEMENT PLAN						
<b>Employee Name:</b>						
<b>Employee Position:</b>	Trainer/Assessor					
<b>Manager Name:</b>						
<b>Employee Position:</b>	Training Manager					
Key Performance Indicators [KPIs]						
Position Description Key Responsibility	Review	KPI <small>[S = Specific] [M = Measurable] [A = Achievable] [R = Relevant] [T = Time based]</small>	Not Met	Met	Exceeded	Comments
<<Add key responsibility from PD here>>	Mid-year	<<Outline mid-year KPI for responsibility here>>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Full Year	<<Outline full year KPI for responsibility here>>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<<Add key responsibility from PD here>>	Mid-year	<<Outline mid-year KPI for responsibility here>>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Full Year	<<Outline full year KPI for responsibility here>>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<<Add key responsibility from PD here>>	Mid-year	<<Outline mid-year KPI for responsibility here>>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Full Year	<<Outline full year KPI for responsibility here>>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Business Plan link	Review	KPI <small>[S = Specific] [M = Measurable] [A = Achievable] [R = Relevant] [T = Time based]</small>	Not Met	Met	Exceeded	Comments
	Mid-year	<<Outline mid-year KPI for responsibility here>>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

<<Add performance expectation from Business Plan here>>	Full Year	<<Outline full year KPI for responsibility here>>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>PMP sign off</b>						
<b>PMP Created/Agreed</b>	Employee		Manager			
<b>Signed:</b>						
<b>Position Title:</b>						
<b>Date:</b>						
<b>Mid-year Review Schedule Date:</b>						
<b>Mid-year (MY) Review</b>	Employee		Manager			
<b>Signed:</b>						
<b>Position Title:</b>						
<b>Date:</b>						
<b>Final Review Schedule Date:</b>						
<b>Final (F) Review</b>	Employee		Manager			
<b>Signed:</b>						
<b>Position Title:</b>						
<b>Date:</b>						



INDUCTION CHECKLIST	
<b>Employee</b>	
<b>Position</b>	
<b>Manager</b>	
<b>Date</b>	
<b>Inductor</b>	
Topic	Completed [Tick]
	<input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>
<b>Signature of employee:</b>	
<b>Signature of Manager</b>	

You must complete the following two [2] tasks based on the email and the attachments.

**Task 1: Performance Management tools**

Using the information, issues and improvements you identified in your report in Part A Task 1 and considering the Performance Management Policy and Procedures and Business Plan documents, update and develop the following Performance Management tools for a Trainer.

Update the documents [above] in line with the issues and improvements you identified in your report in Part A Task 1.

You should include the following:

a. **Position Description** – Trainer [see above]:

- Three [3] key responsibilities have been highlighted to align with the roles of PMP.
- Expand on these key responsibilities, capture one [1] full element of what is involved in performing the task to a satisfactory level

b. **Performance Management Plan (PMP)** – Trainer [see above]:

- Update the PMP with three [3] key responsibilities as identified in the Position Description [Part B Task 1a] complete with key performance indicators [KPIs]
- Update the PMP with one [1] responsibility aligned to the Business Plan that can be applied to the role of Trainer and complete with one [1] key performance indicator [KPI].
- The KPI must be split into delivery at 50% of the target for the mid-year review and 100% of the target for the full year review.
- NOTE: Apply the SMART goal setting technique to all KPIs developed

c. **Performance Appraisal Checklist** [see above]:

- Edited the Induction Checklist above, create a Performance Appraisal Checklist template for employees
- Outline what an employee should check, do and consider before attending a performance management review meeting
- Identify five [5] actions in this template
- Ensure that these tasks align with the Performance Management Policy and Procedures document

**Assessor instructions:**

Students must complete an update of the following tools:

- a. Position Description – Trainer
- b. Performance Management Plan [PMP] – Trainer
- c. Performance Appraisal Checklist

Students should expand on the attachments above to complete these tasks.

**A: POSITION DESCRIPTION**

Using the PD provided, students must expand on each of the three [3] highlighted responsibilities to define a task for each that support performance to a satisfactory level.

This will then be used to build the PMP in the next step.

Multiple sample answers are provided below whereas students only need to identify one expansion for each of the three [3] chosen key responsibilities they highlighted. Alternative answers are acceptable.

**NOTE: Only the impacted sections of the template have been included in the sample answer. The rest of the form is not required for this task.**



<b>POSITION DESCRIPTION</b>	
<b>Key Responsibilities:</b>	This position is responsible for the following activities: <ul style="list-style-type: none"> <li>• Act as a representative of CBSA in the role of Trainer/Assessor</li> <li>• Attendance at all team/project/client meetings as identified</li> </ul>
	Responsibility 1: <ul style="list-style-type: none"> <li>• <b>Administration of client training requirements and delivery</b></li> </ul>
	Expanded to clarify performance at a satisfactory level: <ul style="list-style-type: none"> <li>• <i>Capture a record of all courses details, including participant, attendance, outcome (where assessed) etc.</i></li> <li>• <i>Manage course, company and student records in line with CBSA record management/ private and secure format.</i></li> <li>• <i>Provide a summary/report of training by course, location, attendance, participant, outcome etc.</i></li> </ul>
	Responsibility 2: <ul style="list-style-type: none"> <li>• <b>Develop training resources as directed</b></li> </ul>
	Expanded to clarify performance at a satisfactory level: <ul style="list-style-type: none"> <li>• <i>Develop policy and procedure/ portfolio sample documentation to be used in xx training course.</i></li> <li>• <i>Develop slide presentation notes for xx training course.</i></li> <li>• <i>Develop a range of ice-breaker activities and supporting resources to be applied at the start of all new courses.</i></li> </ul>
	Responsibility 3: <ul style="list-style-type: none"> <li>• <b>Conduct training sessions as directed</b></li> </ul>
	Expanded to clarify performance at a satisfactory level: <ul style="list-style-type: none"> <li>• <i>Deliver x face-to-face delivery sessions per week/month in line with client requirements.</i></li> <li>• <i>Deliver online/ remote training sessions in line with client requirements.</i></li> <li>• <i>Delivery subject/industry-specific training in line with client requirements.</i></li> </ul>
	<ul style="list-style-type: none"> <li>• Capture and report on client/student experience and feedback</li> <li>• Ensure all student records and files are captured, maintained and up to date</li> <li>• Complete regular reporting on all training activities</li> <li>• Take responsibility for own Work Health and Safety in all workplaces</li> <li>• Abide by all CBSA policies and procedures</li> </ul>

## B: PERFORMANCE MANAGEMENT PLAN

Using the Performance Management Plan template above, students must identify and outline tasks and KPIs for:

- three (3) key responsibilities of the PD
- one (1) responsibility aligned to the Business Plan

**KPI NOTE:** Students must apply the SMART goal-setting technique (S-specific, M-measurable, A-achievable, R-relevant, T-time based) to all KPIs and identify mid-year and full year outcomes calculating a pro-rata outcome of 50% for the mid year review and 100% for the full year review.

Business plan activity may relate to the following CBSA Business Goals:

- to become Australia’s largest business consultancy firm
- to support business owners and their immediate and future needs
- to deliver a first-class customer experience to ensure high levels of customer satisfaction
- to remain up-to-date with the latest business compliance requirements.

Some sample answers are provided below however alternative answers are acceptable in line with the KPI note parameters above.

[Students only need to identify one task and one KPI for each of the responsibilities below, splitting the outcomes into mid-year and full year outcomes, providing a pro-rata calculation as appropriate.]

**NOTE: Only the impacted sections have been included in the sample answer. The rest of the form is not required for this task.**

<b>Key Performance Indicators (KPIs)</b>		
[S = Specific] [M = Measurable] [A = Achievable] [R = Relevant] [T = Time based]		
<b>Position Description Key Responsibility</b>	<b>Mid-year goal</b> (50% achievement for 6 month period)	<b>Full-year goal</b> (100% achievement for 12 month period)
Administration of client training requirements and delivery	<i>Capture an accurate record of all courses details, including participant, attendance, outcome (where assessed) etc., to be updated within 3 days of each course.</i>	<i>Capture an accurate record of all courses details, including participant, attendance, outcome (where assessed) etc., to be updated within 3 days of each course.</i>
	<i>Provide a summary/report of training by course, location, attendance, participant, outcome etc. to Training Manager within the first 5 days of each Month.</i>	<i>Provide a summary/report of training by course, location, attendance, participant, outcome etc. to Training Manager within the first 5 days of each Month.</i>
Develop training resources as directed	<i>Develop policy and procedure/ portfolio sample documentation to be used in x training course ahead of delivery on x/x/xx</i>	<i>Develop policy and procedure/ portfolio sample documentation to be used in x training course ahead of delivery on x/x/xx</i>
	<i>Develop six (6) new ice-breaker activities (one per month) to be shared in the team’s resource toolbox.</i>	<i>Develop twelve (12) new ice-breaker activities (one per month) to be shared in the team’s resource toolbox.</i>
Conduct training sessions as directed	<i>Deliver two (2) face-to-face delivery sessions per week (52 in mid-year period) in line with client requirements.</i>	<i>Deliver two (2) face-to-face delivery sessions per week (104 in full year period) in line with client requirements.</i>
	<i>Deliver 5 online/ remote training sessions in line with client requirements.</i>	<i>Deliver 10 online/ remote training sessions in line with client requirements.</i>
<b>Business Plan link</b>	<b>Mid-year goal</b> (50% achievement for 6 month period)	<b>Full-year goal</b> (100% achievement for 12 month period)

<i>Remain up to date with the latest business compliance requirements.</i>	<i>Complete 10 hours of professional development/ industry-based work per week/month/year to remain industry current.</i>	<i>Complete 20 hours of professional development/ industry-based work per week/month/year to remain industry current.</i>
	<i>Join and interact with x industry body, subscribing to the monthly newsletter and attending 2 workshops/seminars (mid-year period) to keep across compliance requirements.</i>	<i>Join and interact with x industry body, subscribing to the monthly newsletter and attending 4 workshops/seminars (full year period) to keep across compliance requirements.</i>

**C: PERFORMANCE APPRAISAL CHECKLIST**

**Assessor instructions:** Students must use the induction checklist (see in attachment above) as a base and create a checklist for the performance appraisal process so that employees can use it in preparation for performance management reviews/ meetings. Students need to:

- Review the issues identified in Part A Task 1 and ensure relevant steps are included.
- Include five (5) actions in the checklist.
- They must relate to preparing for their performance appraisal.
- Delete the induction information and add it to the performance appraisal steps.

An example of the types of steps included is provided below however alternative answers are acceptable.

<b>PERFORMANCE APPRAISAL CHECKLIST</b>			<b>INDUCTION CHECKLIST</b>
<b>Employee</b>			
<b>Position</b>			
<b>Manager</b>			
<b>Date of meeting</b>			
<b>Inductor</b>			
<b>Topic</b>			<b>Completed (Tick)</b>
1	<ul style="list-style-type: none"> <li>• <i>Review Position Description to determine key responsibilities</i></li> </ul>		<input type="checkbox"/>
2	<ul style="list-style-type: none"> <li>• <i>Review Business Plan to identify relevant impacts</i></li> </ul>		<input type="checkbox"/>
3	<ul style="list-style-type: none"> <li>• <i>Consider/set draft PMP KPIs</i></li> <li>• <i>Review PMP KPIs as set</i></li> </ul>		<input type="checkbox"/>
4	<ul style="list-style-type: none"> <li>• <i>Source supporting evidence that the KPIs have been met</i></li> </ul>		<input type="checkbox"/>
5	<ul style="list-style-type: none"> <li>• <i>Source documentation to provide context/justification where KPIs have NOT been met</i></li> <li>• <i>Identify any key responsibilities or KPIs that may no longer apply due to organisational or role requirements</i></li> <li>• <i>Collect evidence or documentation of tasks completed in addition to KPIs</i></li> </ul>		<input type="checkbox"/>


	<ul style="list-style-type: none"> <li>• <i>Complete a self-assessment of the PMP KPIs outlined</i></li> <li>• <i>Scheduling PMP review/ meeting</i></li> <li>• <i>Send a copy of your self-assessment to your manager to consider (optional)</i></li> </ul>	
<b>Signature of employee:</b>		
<b>Signature of Manager</b>		

## Task 2: Email Performance Management tools

Send an email to Glenda Williams requesting she review and approve the updated documents. Submit this using the template below and attach the updated documents (reference it in the attachments and the content of the message). The email must be completed in line with the Communication Policy and Procedures and:

- 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 (including in the attachment section and reference in the content of the message)
- contain a body part of the email detailing why you are sending this email (for review and approval to implement by the HR Manager)
- complete the email footer specifying the job position you are role playing

[Approximate word count: 50 words in email content]

 <p><b>COMPLETE BUSINESS SOLUTIONS AUSTRALIA</b></p>		<h1>Email Template</h1>
<b>To:</b>	<<Add name(s) and position title of main email recipients here>>	
<b>From:</b>	<<Add your name and position title here>>	
<b>CC:</b>	<<Add names and position title of carbon copy email recipients here (leave blank if none)>>	
<b>Date/time:</b>	<<Add the time and date of the email here>>	
<b>Subject:</b>	<<Add the subject of the email here>>	
<b>Attachments:</b>	<<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>>



<<Add your job position here>>

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222

[www.cbsa.com.au](http://www.cbsa.com.au)


### Assessor instructions:

Students must prepare an email to send to the Human Resources Manager using the Email Template.

The email must specify:

- the email be delivered to 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 Performance Management System Update or Updated PM documents)
- the reason for the email (such as: please find attached completed report ... for review and that you are seeking approval to proceed with updating the procedure and templates)
- the attachments must be included (Updated Position Description – Trainer, Performance Management Plan – Trainer, Performance Appraisal Checklist)
- student must specify their job position that they are role playing (Human Resources Consultant).

**A sample answer is provided below however alternative answers are acceptable.**

 <b>Email Template</b>	
<b>To:</b>	<i>Glenda Williams (HR Manager)</i>
<b>From:</b>	<i>&lt;&lt;Students name and position title here&gt;&gt;</i>
<b>CC:</b>	
<b>Date/time:</b>	<i>&lt;&lt;Add any time and date of the email here&gt;&gt;</i>
<b>Subject:</b>	<i>Update of Performance Management system</i>
<b>Attachments:</b>	<i>Position description – Trainer,</i>

*Performance Management Plan - Trainer,  
Performance Appraisal Checklist*

*To Glenda,*

*Based on your previous email, please find attached an update to the following documents:*

- *Position description – Trainer,*
- *Performance Management Plan - Trainer,*
- *Performance Appraisal Checklist*

*Please review these documents and confirm approval. Alternatively, please provide me with feedback on any comments or adjustments you would like addressed.*

*Kind regards*

*<<Students Name>>*



*HR Officer*

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222

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## Assessment checklist:

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

Part A: Performance Management system review		
1	Performance Management system review Report	<input type="checkbox"/>
2	Performance Management Policy and Procedures section 2 revision	<input type="checkbox"/>
3	Email to HRM	<input type="checkbox"/>
Part B: Performance Management tools		
1a	Position Description – Trainer	<input type="checkbox"/>
1b	Performance Management Plan – Trainer	<input type="checkbox"/>
1c	Performance Appraisal Checklist	<input type="checkbox"/>
2	Email to HRM	<input type="checkbox"/>

**Congratulations you have reached the end of Assessment 2!**

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