



BSB50215 Diploma of Business

Record of Assessment Outcome

Unit of Competency:	BSBMGT502 Manage people performance		
Student Name:			
Student ID Number:			
Assessor Name:			
Term and Year:			
The student provided evidence of the following assessment task(s):		Yes	No
Assessment 1	Roleplay	<input type="checkbox"/>	<input type="checkbox"/>
Assessment 2	Project	<input type="checkbox"/>	<input type="checkbox"/>
Assessment 3	Case Study	<input type="checkbox"/>	<input type="checkbox"/>
Overall, the student was assessed as:			
Competent <input type="checkbox"/>		Not Yet Competent <input type="checkbox"/>	
Did the student meet the criteria for the following elements of competency?		Yes	No
1. Allocate work		<input type="checkbox"/>	<input type="checkbox"/>
2. Assess performance		<input type="checkbox"/>	<input type="checkbox"/>
3. Provide feedback		<input type="checkbox"/>	<input type="checkbox"/>
4. Manage follow-up		<input type="checkbox"/>	<input type="checkbox"/>
The student requires the following skill(s) development before re-assessment:			
Feedback to student on overall performance during assessment:			
The student has been provided with feedback and informed of the assessment result and the reasons for the decision.			
Assessor Name:			
Assessor Signature:		Date:	
I have been provided with feedback on the evidence I have provided. I have been informed of the assessment result and the reasons for the decision.			
Student Name:			
Student Signature:		Date:	

“THIS PAGE IS INTENTIONALLY LEFT BLANK”



BSB50215 Diploma of Business

BSBMGT502 Manage people performance

Assessment 1 – Roleplay

Submission Details			
Student ID Number:			
Student Name:			
Assessor Name:			
Due date:			
Student Declaration:	By signing this declaration, I certify that: <ul style="list-style-type: none">• The assessment work is my own work;• All sources and materials have been acknowledged where required;• I have not copied or plagiarised in any way materials of another person or work of a fellow student and referenced all sources of information.		
Student Signature:			
Assessment Result Details			
Result:	Satisfactory		Not Satisfactory
Feedback to Student:			
Student Declaration:	I have been provided with feedback on my assessment performance/result from Magill College Sydney assessor.		
Student Signature:			
Assessor Signature:			
Date:			



Submission details

The Assessment Task is due on the date specified by your assessor. Any variations to this arrangement must be approved in writing by your assessor. Submit this document with any required evidence attached. See specifications below for details.

Performance objective

In this assessment task you will demonstrate skills and knowledge required to allocate work and provide informal feedback to employees in the context of managing people performance.

Assessment description

In response to a simulated workplace scenario, you will meet with a peer manager to role-play consultation on acquiring a (human) resource, setting performance expectations and risk management. You will then participate in a second role-play to provide initial, informal feedback to the newly acquired human resource and set performance expectations for ongoing work within your team.

Procedure

PART A

1. Review the Australian Hardware simulated business documentation provided to you by your assessor.
2. Review the scenario below.

You are the Hardware and Homewares Manager at the Australian Hardware Wollongong store. One of your customer service and sales representatives is taking a year's absence. A garden products employee, Kim Smith, has been seconded to you after expressing an interest in the temporary hardware and home products position to her manager.

You will need to meet with Kim's manager to discuss the secondment and Kim's fitness for the role you have in mind. You have a role description for the position (refer to Appendix 1).

One of the main concerns you have is Kim's ability to transfer the customer service skills practiced and learned in the garden centre, and to learn new homewares-specific product and service knowledge. Probably one of the key determinants of whether the secondment will be a success will be Kim's attitude to acquiring new skills and knowledge and persevering through a period of adjustment to her new work conditions.

After meeting with Kim's manager, you will need to meet with Kim to negotiate a work plan (refer to Appendix 2), including two to three goals and KPIs, consistent with the organisation's operations planning. You are prepared to accept that during a six-month transition period (one performance appraisal period) sales performance may be as much as 20% off target. Currently sales representatives in the hardware and homewares division are expected to generate \$10,000 of revenue monthly. Other objectives and KPIs may be drawn from and negotiated on the basis of the role's position description.

Finally, you will need to identify and analyse two to three risks associated with the secondment and record the analyses (refer to Appendix 3).

3. Arrange with your assessor:
 - a. A time and place to conduct the two role-plays:
 - i. A consultation with the garden products manager.
 - ii. A meeting to set performance expectations with the seconded employee.



- b. Timeframe and format requirements for submitting supporting documentation, as set out in the specifications below.
4. Carry out the role-play with the peer manager. Ensure you:
 - a. Discuss your expectations for the employee and your needs for filling the position with this resource:
 - i. Discuss the position description.
 - ii. Gather a sense of the employee's aptitude.
 - b. Gather informal feedback which you can relay to the employee, which would allow the employee to start off with a realistic expectation of the position and how hard they may have to work in order to close any performance, skills or knowledge gaps.
5. Carry out the role-play with the seconded employee. Ensure you complete the following:
 - a. Briefly summarise how performance is measured and performance objectives are set within the organisation.
 - b. In accordance with those processes, set performance objectives and complete a work plan in consultation with the employee.
 - c. Discuss general expectations and code of conduct with employee.
6. After role-playing with the manager and employee, identify two to three risks associated with the secondment in accordance with the organisation's risk management plan. Ensure you identify at least one compliance risk.
7. Submit supporting documentation to your assessor in accordance with the agreed timeframe, format and the below specifications.

PART B

1. Review the Australian Hardware simulated business documentation provided to you by your assessor, particularly the performance management and performance appraisal processes.
2. Review the scenario below:

You are the Hardware and Homewares Manager at the Australian Hardware Wollongong store. Kim Smith has been on your team for the past six months. It is now performance review time. You will need to provide Kim with feedback on her performance since she was seconded to you from the garden centre.

You are less than satisfied with Kim's performance, but still hope you will be able to get her to focus on areas she needs to develop in and help her improve her performance to meet the expectations for the role. It is particularly disappointing that after providing her with feedback and setting goals at the outset, she has not lived up to her commitment. You allowed her to reduce her sales targets, but she has not made any sustained effort to develop herself to perform to a satisfactory level. She is even failing to reach the low targets set for the initial six-month period.

While Kim has not performed to expectations, she has made some effort to learn the required product information. You would like to recognise her efforts, while not downplaying the fact that the organisation needs and expects more from their sales staff.

You will need to discuss and agree upon what development steps to take. You have another experienced and high-performing staff member in the hardware and homewares department who has agreed to act as a mentor to Kim. You also have money in the budget for 30 hours of sales training for Kim if she is willing to be trained.



You will need to follow the Australian Hardware policy and procedures for performance management, including recordkeeping.

3. Arrange with your assessor:
 - a. A time and place to role-play a coaching session/performance appraisal
 - b. A timeframe and format requirements for submitting supporting documentation, as set out in the specifications below.
4. Review the employee's Performance Scorecard (refer to Appendix 5).
5. Plan an informal coaching session for the employee. Use the Coaching Plan template provided (refer to Appendix 4) or a coaching planning model of your own design.

The focus of this part of the role-play should be on collaborating with the employee to identify performance gaps and taking positive measures to close those gaps.
6. Prepare the formal performance development documentation for the employee. Use the Performance Development Plan template provided (refer to Appendix 6), in accordance with the Australian Hardware performance management policy (refer to Appendix 7).

The focus of part of the role-play (done immediately after the coaching session) is to formally establish with the employee the performance issues, remedial steps and work goals for the next performance review period.
7. Participate in a 10 to 15-minute role-play. Ensure you complete the following:
 - a. Conduct a coaching session where you:
 - i. Discuss performance expectations
 - ii. Establish and clarify the reality of the employee's performance: describe how performance was monitored and measured; your evaluation of the gap between expectations and their performance; and discuss previous feedback given (Part A).
 - iii. Recognise achievements, attitude and positive aspects of performance
 - iv. Discuss opportunities for growth and meeting expectations
 - v. Establish willingness of the employee to take concrete steps.
 - b. Complete formal performance development documentation, where you:
 - i. Set targets and review dates for the next performance review
 - ii. Complete performance management recordkeeping for HR (refer to Appendix 6), including signatures. Refer to the performance management procedures followed with the employee.
8. Submit supporting documentation to your assessor in accordance with the agreed timeframe, format and the below specifications.

Specifications

You must:

- Participate in three role-plays:
 - One with the garden products manager
 - One with the seconded employee.
 - One conducting performance review and coaching
- Submit an agreed Work Plan



- Submit a Risk Management Plan
- Submit a Coaching Plan
- Submit your performance development planning:
 - The performance development plan as prepared by you prior to the role-play
 - The performance development plan as completed in agreement with the employee during the role-play.

Your assessor will be looking for evidence of:

- Consult with relevant stakeholders to identify work requirements, performance standards and agreed performance indicators
- Develop work plans and allocate work to achieve outcomes efficiently and within organisational and legal requirements
- Provide constructive feedback on performance
- Outline how performance is measured and performance objectives are set within the organisation.
- Monitor, evaluate and provide feedback on performance; and provide coaching, training and other performance management techniques as needed
- Reinforce excellence in performance through recognition and continuous feedback
- Keep records and documentation in accordance with the organisational performance management system
- Describe staff development options and information.



Appendix 1: Employee position description

Position Description			
Job title:	Customer Service Representative	Date:	
Job level:		Reports to:	Manager Homewares
Department/division:	Hardware and home products		
Summary of position <i>Provide expert advice to customers on hardware and homewares products, process sales and refer sales to checkout staff.</i>			
Essential job requirements			
<ul style="list-style-type: none"> • Determine customer needs. • Provide expert advice to customers. • Take and process orders. 			
Required competence/education <i>What are the minimum competence/educational requirements for this position?</i>			
Competence		Level/standard	
Product knowledge		Ability to describe the use of each product; (on rare occasions, where necessary) able to refer to others on team with more expert knowledge and with minimal inconvenience to customer.	
Customer focus		Can develop rapport; inspire confidence; Up-sell and cross-sell when appropriate to meet customer's needs.	
Point-of-sale technology		Able to complete and process orders within two minutes.	
Learning and development		Expected to take a self-directed and continuous approach to learning on- and off-the-job in consultation with management	
Health, safety, security and environment		Can follow relevant policies and procedures for WHS, recordkeeping and financial procedures, sustainability policies and procedures.	
Physical requirements <i>Must be able to stand for four-hour shifts; minimal lifting; 20 kg.</i>			
Mental requirements N/A			
Equipment used <i>Computer/point-of-sale terminal, telephone, forklift, fax machine, power tools.</i>			
Supervisory responsibilities N/A			
Working conditions			
<ul style="list-style-type: none"> • Indoor warehouse environment. • Occasional outdoor work. 			
Signature:			
Date:			



Appendix 2: Employee work plan

KRA	Activities/goals	Measurement/KPIs	Accountability/dependencies
Financial			
Internal process			
Customer focus			
Development			

Signature:

Date:



Appendix 3: Risk management plan template

Risk	Risk likelihood	Risk impact	Controls	Monitoring	Timelines	Responsible

Appendix 4: Coaching plan template

Coaching phase	Notes/questions/planning
Goal and performance expectations	
Reality of actual performance	
Opportunities to develop	
Willingness to develop and commitment	



Appendix 5: Performance scorecard – Kim Smith

KRA	Target	Result	Comments
Financial	\$8,000 sales revenue per month	\$5,000 average over six months	This low target was set for an initial period of six months. You would expect an employee to reach a target of \$10,000 at this stage.
Customer focus	8/10 score on customer focus	5/10 score	The employee is personable and tries hard to develop a rapport with customers. Customers and staff respond well to the employee. However, staff cannot rely on the employee to support them and they are constantly being asked for product information that the employee should know already. Customers are initially attracted to the employee's friendly manner but are quickly turned off by her unserious attitude. Customers do not have confidence in this employee's ability to help them choose a product that will meet their needs. Customers who do stick with the employee must then wait longer to complete their purchases.
Internal process efficiency	Achieve two minute turnover to complete sales transaction	Average five minutes	The employee has never mastered the point-of-sale system; consequently, they make errors that need to be corrected before completing transactions.
Learning and development	Undertake 20–30 training hours	Seven training hours	The employee, while expressing initial enthusiasm for the role, has not made any sustained effort to learn the basic skills and knowledge necessary to reach targets, although the employee attended a one-day rapport-building workshop. The employee appears to feel that they will learn by casual experience without any effort or that they can constantly rely on others to help.



Appendix 6: Performance development plan template

Name and position:			
Manager:		Review period:	
Reference from work plan	Key result area	Indicator of success/ performance	Status report/results



Magill College Pty Ltd Trading as Magill College Sydney

ABN: 67 090 050 990

CRICOS Provider Code: 01994M RTO No: 91367

Tel: (+61 2) 8061 6980 www.magill.edu.au

Reference from work plan	Key result area	Indicator of success/ performance	Status report/results



Magill College Pty Ltd Trading as Magill College Sydney

ABN: 67 090 050 990

CRICOS Provider Code: 01994M RTO No: 91367

Tel: (+61 2) 8061 6980 www.magill.edu.au

Achievements:

Areas of opportunity:

Next performance review period:

Manager's comments:

Signature:

Date:

Staff member's comments:

Signature:

Date:



Magill College Pty Ltd Trading as Magill College Sydney

ABN: 67 090 050 990

CRICOS Provider Code: 01994M RTO No: 91367

Tel: (+61 2) 8061 6980 www.magill.edu.au

Appendix 7: Australian Hardware performance management policy and procedure

Purpose: The purpose of this policy is to ensure performance management is carried out consistently, fairly and transparently and in accordance with organisational requirements.

Scope: The scope of this policy covers the performance management process by employees and contractors of Australian Hardware.

Resources: Specific procedures for the implementation of this policy are available below and on the company intranet.

Policy statement

Managers/team leaders will:

- carry out biannual formal performance review discussions
- monitor individual performance throughout the year, recording key events, observations of importance that relate to the performance, both positive and negative
- refer to the performance management guidelines when carrying out tasks related to the performance management system
- use the performance management documentation to record formal and informal performance reviews
- provide employees with opportunity to participate and contribute to their professional and personal development
- provide employees with access to training and development, as reflected in the individual's performance development plan
- provide employees with coaching and development throughout the review period
- provide employees with opportunity to communicate their career development goals
- ensure employees complete their responsibilities in accordance with the performance management policy and process.

Relevant legislation, etc.:

- *Privacy Act 1998* (Cwlth)
- *Anti-Discrimination Act 1991* (Qld)
- *Fair Work Act 2009* (Cwlth)

Date adopted: 08/08/2019 **Date to be reviewed:** 10/08/2020

Authorised by: Mary Zhang CFO

Conducting a performance review

The employee's performance will be monitored and evaluated regularly throughout the year. The performance review encompasses three elements:

- an annual formal review discussion
- a six-month follow-up discussion
- continuous monitoring of the employee's performance.

1. Annual formal review discussion

The annual discussion is a key step in the performance review process. Essentially, this step involves compiling all the information collected and assessed throughout the year relating to the employee's performance. However, there should be no surprises in this discussion; it is merely a summary and review of the informal and formal reviews conducted throughout the year.

The key elements of the annual discussion are to:

- reflect on performance during the year
- clarify key responsibilities of the role and review the job description
- discuss successes as well as areas for improvement
- set agreed targets and performance standards for the next six months
- agree on key areas of development for effective performance in the role.

2. Six-month follow-up discussion

The follow-up review provides an opportunity for managers and employees to re-visit targets, standards and development plans to:

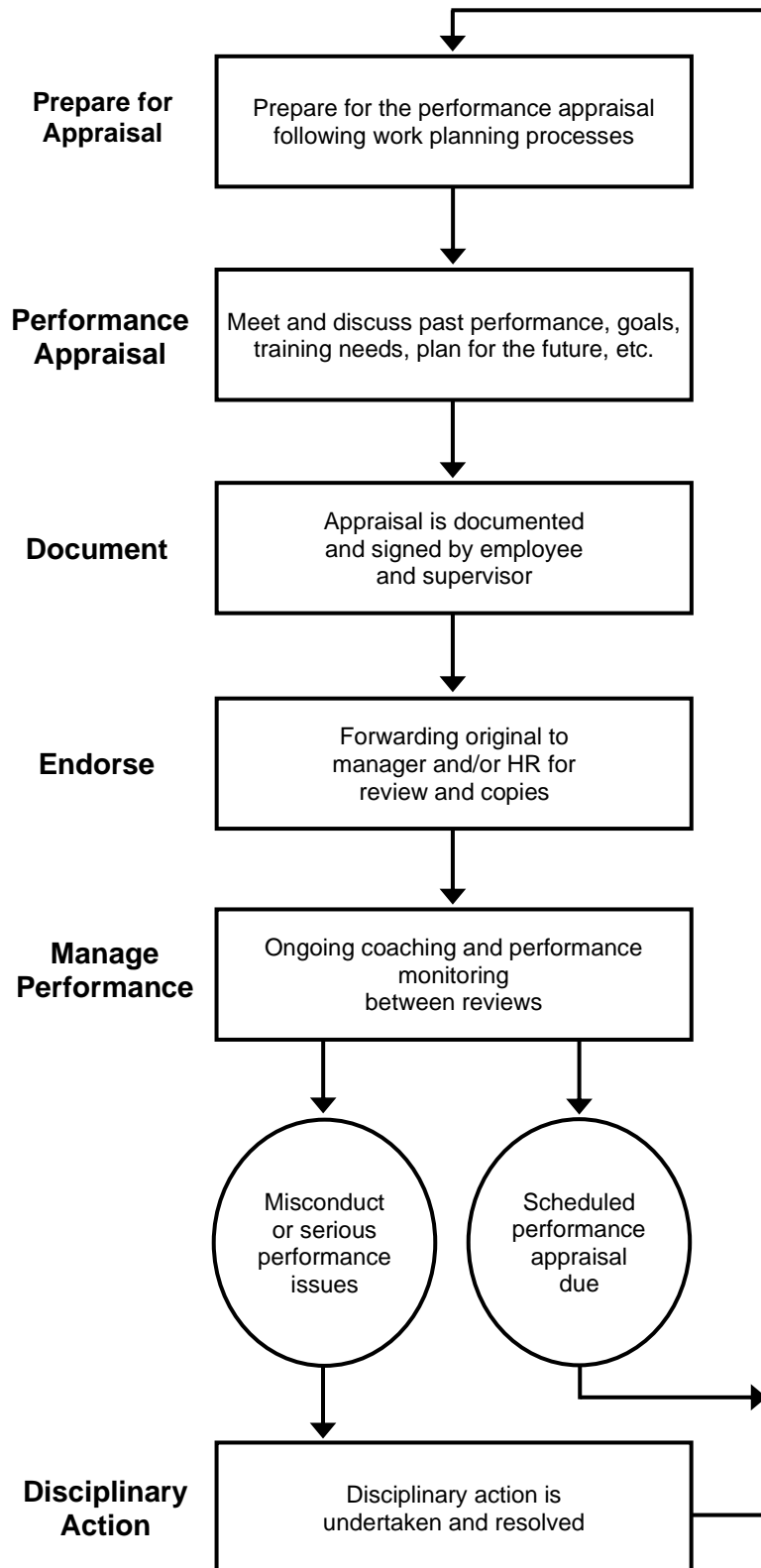
- establish that progress is on track
- identify changes impacting on the achievement of targets and standards set
- discuss performance development plan progress or establish plan
- modify standards and targets, if required.

3. Continuous monitoring of the employee's performance

Continuous monitoring of performance is captured through the following:

- **Documentation:** The performance review documentation provides an important guide to record the standards expected, targets set and performance development plans agreed upon. It is important to use the correct forms to maintain the integrity of the information, and to help the manager and employee ensure the review is completed correctly.
- **Timing:** Employee performance is to be formally reviewed every 12 months with a follow-up review in six months. A new plan should be completed at each annual appraisal discussion.

Implementing a performance review process





BSB50215 Diploma of Business

BSBMGT502 Manage people performance

Assessment 2 – Project

Submission Details			
Student ID Number:			
Student Name:			
Assessor Name:			
Due date:			
Student Declaration:	By signing this declaration, I certify that: <ul style="list-style-type: none">• The assessment work is my own work;• All sources and materials have been acknowledged where required;• I have not copied or plagiarised in any way materials of another person or work of a fellow student and referenced all sources of information.		
Student Signature:			
Assessment Result Details			
Result:	Satisfactory		Not Satisfactory
Feedback to Student:			
Student Declaration:	I have been provided with feedback on my assessment performance/result from Magill College Sydney assessor.		
Student Signature:			
Assessor Signature:			
Date:			



Submission details

The Assessment Task is due on the date specified by your assessor. Any variations to this arrangement must be approved in writing by your assessor. Submit this document with any required evidence attached. See specifications below for details.

Performance objective

In this assessment task you will demonstrate skills and knowledge required to design and to train others on performance management systems.

Assessment description

In response to a simulated workplace scenario, you will design a performance management system and train peer managers.

Procedure

1. Review the Australian Hardware simulated business documentation provided to you by your assessor, particularly policies and procedures relevant to the current performance management system.
2. Review the scenario below.

It has been noted by senior management that employee performance has generally fallen behind targets. Particular areas of concern are sales revenue and customer satisfaction. Looking at the results of organisational climate measures taken by Australian Hardware's HR team, employees complain of:

- the lack of apparent management commitment to training and advancement
- the lack of meaningful rewards and recognition
- the lack of management presence and ongoing feedback on work performance.

A large proportion of employees, 45%, always or often feel disengaged from work; their sense of self-confidence and optimism is low.

There is a high risk of the organisation being unable to attract, retain and enact a succession plan if trends continue.

You are the Hardware and Homewares Manager at the Australian Hardware Wollongong store. As the most knowledgeable manager on matters of performance management, you have been asked to deliver a short training session (15–20 minutes) on the current performance management system and your plans to improve the current system to take account of HR information.

Your managerial audience is generally familiar with the current system, but would benefit from a refresher as an introduction to learning about your approved amendments.

3. Make appropriate amendments to the performance management system to address the identified deficiencies.
4. Plan a short training session to convey the important features of the current performance management system and your amendments. Assume all amendments are approved already.



Ensure you cover the following in your session:

- a. Introduction to the main features of the performance management system in place, including:
 - i. Goal-setting and performance measurement processes
 - ii. Formal and informal feedback
 - iii. Performance appraisals
 - iv. Monitoring training and development
 - v. Recordkeeping needs and requirements.
 - b. Discussion of the amendments you have made to the current system, including a focus on developing potential through positive development options rather than on identifying and correcting performance weaknesses.
 - c. Prepare to answer questions on the amendments you have made, particularly the purpose of your system (What do you hope to achieve? What problems does it address?) and how your amended system is designed to achieve that purpose.
5. Deliver a 15 to 20-minute training session. Lead others by gaining support for your amended system: explain and argue for the benefits of your amendments.
6. Submit supporting documentation to your assessor.

Specifications

You must submit:

- Submit amended performance management system documentation, such as revised policy or procedures for performance management
- Submit training planning documentation, and presentation materials, such as PowerPoint presentation and any handouts provided.

Your assessor will be looking for evidence of:

- Describe performance management systems, including monitoring, evaluation, providing feedback on performance
- Train participants (managers) in performance management systems to allow them to implement the system with their own staff
- Describe how to keep records and documentation in accordance with the organisational performance management system
- List performance measurement systems utilised within the organisation
- Describe staff development options and information.

“THIS PAGE IS INTENTIONALLY LEFT BLANK”



BSB50215 Diploma of Business

BSBMGT502 Manage people performance

Assessment 3 – Case Study

Submission Details			
Student ID Number:			
Student Name:			
Assessor Name:			
Due date:			
Student Declaration:	By signing this declaration, I certify that: <ul style="list-style-type: none">• The assessment work is my own work;• All sources and materials have been acknowledged where required;• I have not copied or plagiarised in any way materials of another person or work of a fellow student and referenced all sources of information.		
Student Signature:			
Assessment Result Details			
Result:	Satisfactory		Not Satisfactory
Feedback to Student:			
Student Declaration:	I have been provided with feedback on my assessment performance/result from Magill College Sydney assessor.		
Student Signature:			
Assessor Signature:			
Date:			



Submission details

The Assessment Task is due on the date specified by your assessor. Any variations to this arrangement must be approved in writing by your assessor. Submit this document with any required evidence attached. See specifications below for details.

Performance objective

You will demonstrate the skills and knowledge required to manage follow up to performance management in an organisational context.

Assessment description

You will answer a series of scenario-based questions on the general topic of following up on performance management, and on discipline and dismissal processes.

Procedure

1. Review the Australian Hardware simulated business documentation provided to you by your assessor, particularly relating to performance management requirements.
2. Review and answer the scenario-based questions in Appendix 1.
3. Submit supporting documentation to your assessor in accordance with the agreed timeframe, format and the below specifications. Keep a copy for your records.

Specifications

You will need to submit:

- Submit written responses to the scenario-based questions.

Your assessor will be looking for evidence of:

- Seek assistance from human resources specialists where appropriate
- Reinforce excellence in performance through recognition and continuous feedback
- Outline the legislative and regulatory context of the organisation with reference to equal employment opportunity, anti-discrimination, competition and consumer protection, privacy, industrial relations, workplace health and safety (WHS), environmental issues and other relevant requirements
- Outline relevant awards and certified agreements
- Explain unlawful dismissal rules and due process.

Appendix 1: Scenario-based questions

Question 1: Monitoring and coaching

Consider the following scenario.

You are the Hardware and Homewares Manager at the Australian Hardware Wollongong store. You consider the organisation's performance management policy and resolve to undertake some research into ways to improve the system or its implementation.

Answer the following:

- How could variables such as recognition and continuous feedback help reinforce excellence in performance? Give two examples that could work at Australian Hardware to affect performance.
- How would you apply Australian Hardware procedures to monitor and coach individuals, specifically those with poor performance?

Question 2: The legal context of performance management

Consider the following scenario.

You are the Hardware and Homewares Manager at the Australian Hardware Wollongong store. You are concerned about your application of performance management and want to work according to legal requirements.

Answer the following:

- For three of the following areas, what are the relevant pieces of legislation applicable to performance management at Australian Hardware?
 - Equal employment opportunity
 - Anti-discrimination
 - Competition and consumer protection
 - Privacy
 - Industrial relations
 - Workplace Health and Safety (WHS)
 - Environmental issues.
- For each piece of legislation identified above, identify at least one requirement relevant to performance management at Australian Hardware.

Question 3: Seeking advice

Consider the following scenario.

You are the Hardware and Homewares Manager at the Australian Hardware Wollongong store. One of your customer service and sales representatives, Kim Smith, is consistently not meeting performance expectations. You have tried setting goals in consultation with the employee, ongoing coaching and feedback. You have conducted two formal performance reviews. You are not sure what else you can do.

Answer the following:

- Name any positions of an internal source you could approach for HR or performance management advice.
- Name one external source (individual professional, consultancy or government) of HR or performance management advice, particularly for managing poor performance.

Question 4: Counselling and support

Consider the following scenario.

You are the Hardware and Homewares Manager at the Australian Hardware Wollongong store. One of your customer service and sales representatives, Kim Smith, is consistently not meeting performance expectations. You have decided to counsel the employee to alert her of poor performance in a formal way and to inform her that dismissal may be an option for the future if her performance does not improve.

Answer the following:

- What steps would you take to counsel the employee in accordance with organisational policy and relevant legislation for disciplinary meetings?
- What legislation is the most relevant in this scenario?
- What is the relevant award for the employee's role at Australian Hardware?
- What support services could you offer the employee?

Question 5: Dismissal

Consider the following scenario.

You are the Hardware and Homewares Manager at the Australian Hardware Wollongong store. One of your customer service and sales representatives, Kim Smith, is consistently not meeting performance expectations. You have decided to terminate her.

Answer the following:

- What is the process of termination in accordance with organisational policy and legal requirements? Summarise the details.
- What are the relevant unlawful dismissal rules and due process that you must follow?