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Business Works is a series of training and assessment resources developed for qualifications within the Business Services Training Package.





| A close up of a logo  Description automatically generated | **Contents** |
| --- | --- |

[Section 1: Understand performance management requirements 5](#_heading=h.30j0zll)

[Section 2: Allocate work 8](#_heading=h.1fob9te)

[Section 3: Manage performance 12](#_heading=h.3znysh7)

| Student name: |  |
| --- | --- |
| Assessor: |  |
| Date: |  |
| Organisation this assessment is based on: |  |
| Team within the organisation: |  |

| A close up of a logo  Description automatically generated | **Section 1: Understand performance management requirements** |
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1. Describe the organisation you are basing this project on.
   1. What is the name of the organisation?
   2. What does the organisation do?
   3. What are the objectives of the organisation?
   4. Describe your role and responsibilities
   5. Explain how your role supports people performance management and daily operations.
2. Describe the team and individuals you are basing this assessment on.

| You are required to manage the performance of one team and two individuals. The team members must be able to perform work tasks related to the operational plan. |
| --- |

* 1. What are the key functions and activities of the team you will manage the people performance of?
  2. What roles/positions do two of your team members fill?
  3. What are the responsibilities of each of the team members (name at least three responsibilities per team member)?

1. Identify and summarise the legal requirements to perform your role, allocate work and manage/review people performance.
   1. Summarise the laws and regulations that apply to work allocation in your team.
   2. Summarise the laws and regulations that apply to performance management and review in your team.
   3. Summarise any other legislation relevant to you performing your role.
2. Identify and summarise organisational requirements for your role, work allocation and people management.

| As a minimum, your organisation must have an operational plan, a risk management plan and policies and procedures relevant to performance management and communication. |
| --- |

* 1. Complete the table to summarise organisational requirements for people performance management.
  2. Attach proof of the operational plan, risk management plan and relevant policies, procedures, templates etc to this section of your portfolio.

|  | **Document/ Policy/ Procedure name** | **Requirements** | **Relevant templates or documentation** |
| --- | --- | --- | --- |
| **Work allocation**  **(including actions from the operational plan your team is responsible for)** |  |  |  |
| **Performance management:**   * **Performance review** * **Feedback (formal and informal)** * **Performance improvement opportunities** * **Underperformance** * **Rewards and recognition** |  |  |  |
| **Communication** |  |  |  |
| **Risk** |  |  |  |

1. Review your organisation’s performance management and processes according to the legislation, organisational objectives and policies.
   1. Are the existing performance management processes legal and do they comply to regulations?
   2. Do your existing performance management processes align with the organisation’s objectives?
   3. Do your existing performance management processes adhere to the organisation’s policies?

Write a supporting paragraph for each question with the reasons for your answers. If you answer no, you need to explain what will be done about this.

| Attach:Paperclip | Operational plan | ☐ |
| --- | --- | --- |
| Policies, procedures and templates etc. | ☐ |

| A close up of a logo  Description automatically generated | **Section 2: Allocate work** |
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| If you are using the case study, assume that it is January 2021. |
| --- |

1. Consult with a colleague or superior (e.g. the CEO or executive team) to discuss work that must be allocated to staff and to develop and agree on key performance indicators.

| The person you consult with should typically be a colleague operating at a similar level to you (e.g. Operational Manager) or your superior (e.g. CEO). |
| --- |

* 1. Who did you consult with?
  2. How did you consult?
  3. Which performance standards/key performance indicators did you develop and agree on?
  4. If not already viewed in person by your assessor, attach proof of the consultation (e.g., video of face-to-face discussion with each team member, video of joint team meeting, draft email outlining requirements, recording of telephone discussion etc.) to this section of your portfolio.

1. Develop work plans to allocate work to your team and two team members.

| Use the outcomes from your consultation with your colleague/superior to develop separate work plan for your team as a whole, and two of your team members.  As you allocate work, make sure you achieve outcomes efficiently. You must assign work for at least one task for each individual team member. |
| --- |

* 1. You may use the templates below, or any other template that meets your organisation’s requirements.
  2. If you use your own work plan template, attach the completed work plan to this section of your portfolio.

**TEAM WORK PLAN:** [Team name]

| **Task/Priority** | **Performance indicator** | **Actions required** | **Person responsible** | **Start** | **End** | **Done?** |
| --- | --- | --- | --- | --- | --- | --- |
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**INDIVIDUAL WORK PLAN**: [Individual’s name]

| **Start** | **End** | **Actions required** | **Done?** |
| --- | --- | --- | --- |
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**INDIVIDUAL WORK PLAN**: [Individual’s name]

| **Start** | **End** | **Actions required** | **Done?** |
| --- | --- | --- | --- |
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1. Use the table to plan meeting(s) with your team.

| You may need to meet separately with individual team members depending on the nature and location of your team and the work that is required (e.g. you may be required to keep KPIs confidential and as such they cannot be discussed in a group). |
| --- |

| **What must be discussed** | **How will it be discussed (group or individual)?** | **Required resources (e.g. printout of performance development plan, PowerPoint presentation etc.)** |
| --- | --- | --- |
| Discuss the work that must be done by your team as a whole |  |  |
| Discuss work that must be done by individual team members |  |  |
| Explain the expected performance standards and KPIs. |  |  |
| Provide training on the performance management and review processes |  |  |

1. If not already viewed in person by your assessor, attach proof of your meeting(s) to this section of your portfolio.

| Depending on your team and the specific work requirements, you may have more than one attachment (e.g., if you meet separately with team members, at least two attachments are required). |
| --- |

1. Conduct a risk analysis of the work outlined in one of your work plans (identify at least two risks).
   1. You may use the template below, or any other template that meets your organisation’s requirements.
   2. If you use your own work plan template, attach the completed work plan to this section of your portfolio.

| As you conduct the analysis, follow your organisation’s risk management plan and consider any legal requirements (e.g. Workplace health and safety). |
| --- |

| **Risk** | **Consequences** | | | **Severity Rating** | **Likelihood rating** | **Risk rating**  **(likelihood x severity)** | **Treatment/ control methods** | **Person responsible** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | |  |  | |  |  |  |  |
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| Attach:Paperclip | Proof of consultation with colleague/superior (if relevant) | ☐ |
| --- | --- | --- |
| Work plan (if relevant) | ☐ |
| Proof of team/individual meeting(s) (if relevant) | ☐ |
| Risk analysis (if relevant) | ☐ |

| A close up of a logo  Description automatically generated | **Section 3: Manage performance** |
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| Assume the work plans have been implemented. You must now manage and monitor performance, providing informal feedback and coaching where required.  If you are using the case study, assume that it is July 2021. |
| --- |

1. Manage individual and team performance according to the timelines outlined in your work plan.

| You may manage performance in any applicable way as long as it adheres to your organisation’s policies and procedures. This may for example include:   * updating a project schedule * emailing staff members to request an update on their progress. |
| --- |

* 1. Complete the table to explain how you will conduct performance management according to the timelines for:
     1. at least one task for each of your two identified team members
     2. at least one task assigned to the team as a whole.
  2. Attach proof of how you conducted performance management to this section of your Project Portfolio. You must attach proof for three separate performance management activities (one for each team member and one for the team as a whole).

|  | **How you will conduct performance management** | **How does your performance management consider the work plan timelines?** | **How does your performance management consider your organisation’s policies and procedure?** |
| --- | --- | --- | --- |
| Team member 1: |  |  |  |
| Team member 2: |  |  |  |
| Whole team: |  |  |  |

1. Monitor the individual and team performance and provide informal feedback/coaching.

| You must monitor the performance of two team members and your team.  You may monitor performance in any way as long as it aligns to the performance standards and key performance indicators (identified in Section 1). This may for example include:   * observing an employee do their job. * reviewing a draft version of a document. * analysing information related to a KPI (e.g. sales data or customer reviews). * seeking further feedback from related stakeholders. * project schedule updates or review.   You must also provide informal feedback/coaching to each team member (at least two) and your team as a whole.  Make sure you include both coaching and informal feedback at least once. For example, if you provide informal feedback to the team as a whole and one team member, then you should provide coaching to the other individual team member. Examples of informal feedback may include:   * review comments while reviewing a draft version of a document * informal discussion while eating lunch. |
| --- |

* 1. Complete the table to explain how you will monitor performance and provide informal feedback/coaching for:
     1. at least one task for each of your two identified team members
     2. at least one task assigned to the team as a whole.
  2. If not already viewed in person by your assessor, attach proof of how you monitored performance to this section of your Project Portfolio (e.g. video of you observing staff members, photo of you reviewing a project schedule etc.). You must attach proof for three separate monitoring activities (one for each team member and one for the team as a whole).
  3. If not already viewed in person by your assessor, attach proof of how you provided informal feedback/coaching to this section of your Project Portfolio. You must attach proof for three separate informal feedback/coaching activities (one for each team member and one for the team as a whole).

| If applicable, you may combine the proof for your monitoring activity and informal feedback activity (e.g. review comments on a document you’ve reviewed). You may also combine monitoring activities. |
| --- |

|  | **How you will monitor performance** | **How you will provide informal feedback/coaching**  *Note: You must include informal feedback and coaching at least once each.* | **How does your monitoring activity reflect the performance standards and KPIs?** |
| --- | --- | --- | --- |
| Team member 1: |  |  |  |
| Team member 2: |  |  |  |
| Whole team: |  |  |  |

| Assume a period of time has passed. Team members, and individuals in your team have performed some (or all) the work tasks outlined in your work plan.  If you are basing this assessment on your own business, you need suitable information to evaluate performance and provide formal feedback. The information must indicate that:   * at least one team member has performed poorly * at least one team member or the team as a whole has demonstrated excellent performance.   If you are using the case study, assume that it is November 2021. |
| --- |

1. Complete the table to evaluate the performance of the individuals (at least two) and your team against performance standards and KPIs.

|  | **Evaluation of performance against performance standards and KPIs**  *Note: at least one team member must have performed poorly and one team member must have done excellent work.* |
| --- | --- |
| Team member 1: |  |
| Team member 2: |  |
| Whole team: |  |

1. Document individual team members’ performance according to your organisation’s performance management system (as identified in Section 1).
   1. Use appropriate templates or systems to document the performance of two team members.
   2. Attach proof of your documented performance evaluation to this section of your portfolio. You must attach two separate documents (one for each team member).
   3. Keep records of the documented performance according to organisational policies and procedures (e.g. file the document in the organisation’s document storage system using the correct naming conventions).
   4. Attach proof of your record keeping to this section of your portfolio. You must attach two separate documents (one for each team member).

1. Identify actions required to address a team member’s ongoing poor performance and to recognise the continued excellent performance of a different team member.

| Examples of actions required for poor performance may include:   * initiate a formal mentoring or training program (e.g. by email HR) * provide a written warning * have a discussion with the employee to understand the reason for poor performance * provide a checklist to the employee so they understand what is required.   Make sure your actions for poor performance adhere to organisational requirements.  Examples of actions to reinforce excellent performance may include:   * “employee of the week” award * free lunch for the team * displaying excellent work as an example for other staff members * provide positive comments.   Make sure your actions to reinforce excellent behaviour include both recognition and continuous feedback. |
| --- |

|  | **Action required**  *Note: Action is required for the team member who has performed poorly as well as to reinforce excellent performance. Action to reinforce positive behaviour must include both recognition and continuous feedback.* |
| --- | --- |
| Team member 1: |  |
| Team member 2: |  |
| Whole team: |  |

1. If not already viewed in person by your assessor, attach proof of your two formal feedback sessions (one per team member) to this section of your project portfolio.
2. Develop a performance improvement and development plan for each team member according to your organisation’s performance management system (as identified in Section 1). Attach proof of your documented performance development plan to this section of your portfolio. You must attach two separate documents (one for each team member).
3. If you haven’t already taken action at the feedback session, take action to reinforce excellent performance or to address poor performance. If not already viewed in person by your assessor, attach proof of your action taken for both poor performance and to reinforce positive performance to this section of your portfolio.

| Assume another period of time has passed.  If you are basing this assessment on your own business, you need suitable information to monitor and respond to the performance of the underperforming team member.  If you are using the case study, assume that it is June 2022. |
| --- |

1. Monitor the performance of the underperforming team member according to organisational policy and summarise their performance. Attach proof of how you monitored the performance to this section of your portfolio.
2. If necessary, respond to the underperforming team member’s performance according to organisational policy. Attach proof of your response to this section of your portfolio.

| Attach:Paperclip | Proof of three separate performance management activities | ☐ |
| --- | --- | --- |
| Proof for three separate monitoring activities | ☐ |
| Proof for three separate informal feedback/coaching activities | ☐ |
| Documented performance of two team members | ☐ |
| Formal feedback sessions (if relevant) | ☐ |
| Performance improvement plans (two) | ☐ |
| Actions to address poor performance and recognise excellent performance. | ☐ |
| Continued monitoring of poor performing staff member | ☐ |
| Response to ongoing underperformance (if relevant) | ☐ |