**TOPIC**

**Marker Guide 4**

**DIPLOMA IN PRACTICE MANAGEMENT**

Manage people performance

BSBMGT502

Published by: Australian Institute of Professional Counsellors Pty Ltd
ACN 077 738 035

All Case Histories in this text are presented as examples only and any comparison which might be made with persons either living or dead is purely coincidental.

First Edition, May 2023

Copyright ownership: Australian Institute of Professional Counsellors Pty Ltd

ACN 077 738 035

This book is copyright protected under the Berne Convention.

All rights reserved.  No reproduction without permission.

Australian Institute of Professional Counsellors

Head Office

47 Baxter St., Fortitude Valley, QLD 4006.

This book is protected by copyright and may not be reproduced or copied either in part or in whole nor used for financial gain without the express approval in writing of the owner (Australian Institute of Professional Counsellors Pty Ltd (ACN 077 738 035) of the copyright.

## Assessment Instructions

Before attempting to complete this Assessment Book you must read through all of the information supplied to you in the Study Guide and associated Book of Readings for this unit. You are required to complete all assessment questions successfully in order to be deemed competent in this unit.

This Assessment Book is designed to assess **your** knowledge. Copying sentences and blocks of text directly from your Study Guide, Book or Readings, or other documents does not demonstrate your understanding of the topic. Neither does copying the work of another student. Such practices are regarded as plagiarism and will not be tolerated. (Please see your Student Handbook for further information regarding Plagiarism).

A guideline for the number of words required for a response is included to give you an idea of the depth of information that is required to successfully answer the question. If you are well under the approximate number of words you may need to ask yourself whether you have been too superficial in your response. If you are well over the word limit, then you may need to ask yourself whether you have included irrelevant information or repeated yourself unnecessarily. If you do not understand what is required for you to complete an assessment, please contact an Education Adviser.

Work your way through the Assessment Book until you have completed all sections. Then **submit by the due date** noted in your Student Portal**.** Failure to do so will result in you being required to re-enrol in this unit.

## Submitting an Assessment Book

When you have completed all of the questions and activities in each section of your Assessment Book upload the Assessment Book to the Student Portal.

**You must submit the completed Assessment Book by the due date noted in your Student Portal**

Use the following as a checklist before submitting your Assessment Book:

 Have all of the questions and activities been completed?

 Is your name and student number typed in your Assessment Book?

 Have you completed the Candidate Declaration?

 Have you saved a copy of all of your work (in case of loss)?

Fully completed Assessment Books will be marked and returned within 3 – 5 working days. Assessments Books that are incomplete will be returned unmarked.

You will be able to access your marked Assessment Book through your Student Portal. Your work will be assessed as either “Competent” or “Not Yet Competent”. In instances where a grade of “Not Yet Competent” is given, the Assessment Book will be returned to you with comments from the marker who will recommend how to improve your work. “Not Yet Competent” or “NYC” means that your work is incomplete or that you have not included some important information or adequately demonstrated your understanding of the information. In this case you should follow the marker’s recommendations for improvement. If you are not sure why you have been requested to resubmit an Assessment Book, please contact an Education Adviser.

If you are deemed “Not Yet Competent” you must review your responses and resubmit the amended Assessment Book for grading within 7 days. You will have one opportunity to resubmit your work to gain Competency. If the resubmitted work is re-assessed as “Not Yet Competent” then you will be required to re-enrol in the Unit of Study during a later study period.

## This Assessment Book Belongs To:

|  |  |
| --- | --- |
| Student Name: |       |
| Student Number: |       |

## Candidate Declaration:

By signing below, I declare that:

* I am the enrolled student
* I have been advised of the assessment requirements and my rights and responsibilities as an assessment candidate, and I choose to be assessed at this time.
* All of the responses within this Assessment Book are my own.
* This Assessment Book contains no material written by another person except where due reference is made.
* I am aware that a false declaration may lead to the withdrawal of a qualification or statement of attainment.

|  |  |  |  |
| --- | --- | --- | --- |
| Signature: |       | Date: |       |
|  | (Type your full name in the field above) |  |  |

Assessment Summary

Please find below the results of your first submission (this will be completed by your assessor after your Assessment Book has been submitted)

|  |  |  |  |
| --- | --- | --- | --- |
|  **Result** | **Date Assessed** | **Assessor Name** | **Assessor Initials** |
|       |       |       |       |

|  |
| --- |
| **Questions to resubmit (if first submission is not yet competent)** |
|       |

***Students, please note:***

***A Not Yet Competent (NYC) result does not mean that you have to redo the whole unit. In the box above, the marker has identified exactly which questions you need to resubmit. Feedback is provided (in a comment box) beside your current answer. All resubmissions have to be completed at the end of this marked book.***

To make a resubmission,

**Step 1:** Go right to the end of this Assessment Book to the “Resubmission Page”. ***Please do not change your original answers.*** Your marker will need to look at your original answer and your resubmitted answer.

**Step 2:** Write the question number and then enter your answers into the Resubmission Box. The box will expand as you enter text.

**Step 3:** Make sure that you have answered all of the questions that you have been asked to resubmit.

**Step 4:** Resubmit this assessment book for marking via the student portal.

*All the best!*

Please find below the results of your resubmission (this will be completed by your assessor after your Assessment Book has been resubmitted)

|  |  |  |  |
| --- | --- | --- | --- |
| **Resubmission Result** | **Date Assessed** | **Assessor Name** | **Assessor Initials** |
|       |       |       |       |

**Section 1**

Short Answer Questions

1. Why is it important for project managers to implement effective performance management systems? (Your response should be no more than 20 words)

|  |
| --- |
| Student’s response must demonstrate an understanding of the importance of effective performance management systems. Responses may include, but are not limited to:* Effective performance management improves performance by improving individual and team performance
* Effective performance management helps enable the project team to achieve its objectives
 |

1. When managing performance there are a number of legislative requirements to be aware of and abide by. Briefly describe each of the following legislative requirements and how they impact the performance management process.
	1. Industrial relations legislation. (Your response should be no more than 100 words)

|  |
| --- |
| Responses should demonstrate an understanding of industrial relations legislation and how it impacts the performance management process. Example response:Industrial relations in Australia are governed by the Fair Work Act which regulates the relationship between employers and employees. The Act sets out 10 National Employment Standards which provide a minimum standard of employment for all Australians. In addition to the National Employment standards, most Australians are also covered by a modern award. Employees can also be covered by an enterprise agreement or employment contract however these agreements can never put employees at a disadvantage when compared to the applicable modern award. When managing performance, it is important to be aware of any standards/awards that apply and abide by relevant conditions. It is also important to comply with provisions for termination so that the organisation is not subject to an unfair dismissal case.  |

* 1. Privacy legislation. (Your response should be no more than 100 words)

|  |
| --- |
| Responses should demonstrate an understanding privacy legislation and how it impacts the performance management process.Example response:The Privacy Act regulates how personal information is handled by organisations. The personal information protected by the Privacy Act includes name, address, phone number, DOB, etc. The Privacy Act contains 13 Australian Privacy Principles which regulate the collection, use, storage, disclosure, access to and correction of personal information. While managing performance various kinds of personal information is used. It is important to ensure that the organisation protects this information – for example, a privacy policy should be in place, performance management should be conducted in a private location, records should be stored securely, and performance management issues should not be discussed with irrelevant people. |

* 1. Anti-discrimination legislation. (Your response should be no more than 100 words)

|  |
| --- |
| Responses should demonstrate an understanding of anti-discrimination legislation and how it impacts the performance management process:Example response:Australian anti-discrimination legislation is designed to protect all people from discrimination, harassment and unfair treatment on the basis of age, race, gender, religion, etc. When engaging in performance management it is important that the process complies with all relevant legislation (e.g., doesn’t discriminate against individuals) and treats all employees fairly and with dignity and respect.  |

1. When allocating work at the beginning of a project, you will need to consult with various people throughout the project team/organisation. List four groups or individuals who are often consulted before allocating work and briefly outline why they would be consulted. (Your response should be no more than 30 words)

|  |
| --- |
| Student’s response must demonstrate an understanding of 4 individuals/groups commonly consulted and why they would be consulted. Responses about groups/individuals may include but are not limited to:* Project sponsor
* Your manager
* Senior management
* The sales department
* Order processing
* Customer service
* Marketing
* Human resources
* Other managers/departments
* Employees/subordinates

Responses about why consulted should reflect an understanding that consultation of relevant people has to occur to ensure that work allocated is relevant to organization and that there are sufficient resources.  |

1. List four things that should be included in a work plan. (Your response should be no more than 10 words)

|  |
| --- |
| Responses may include but are not limited to:* Activity
* Responsibility
* Resources
* Timeframe
 |

1. List four factors that project managers should consider to ensure that work is allocated in a way that is efficient, cost effective and outcome focused. (Your response should be no more than 10 words)

|  |
| --- |
| Responses may include but are not limited to:* The task requirements
* The current abilities of the team
* Their current workloads
* The potential for development
 |

1. Briefly outline the steps involved in developing key performance indicators. (Your response should be no more than 75 words)

|  |
| --- |
| Student’s response should reflect un understanding that the process of developing key performance indicators involves:* Identifying the organisational objective
* Identifying the key performance question
* Identifying the key performance indicator
* Identifying the data collection method
* Identifying the target/benchmark
* Students may also discuss communicating the KPI to staff but this is not required for competency.
 |

1. It is important to effectively communicate and confirm performance standards with team members before implementing them. What strategies would you use when communicating and confirming performance standards with your team? (Your response should be no more than 50 words)

|  |
| --- |
| Student’s response must demonstrate an understanding of how to communication and confirm performance standards with staff.Responses may include, but are not limited to:* Use the SMART acronym – e.g., make sure that performance standards are specific, measurable, agreed, realistic, timed
* Ensure that staff have the opportunity to ask questions, clarify areas of concern, and make suggestions – obtain staff ‘buy-in’
* Communicate how KPIs are realistic and in line with goals and requirements of individual work roles and the organisation as a whole.
 |

1. Successfully analysing and managing risks is a vital part of any successful business.
	1. Why is it important to conduct a risk analysis in accordance with your organisation’s risk management plan prior to allocating work or setting performance standards? (Your response should be no more than 30 words)

|  |
| --- |
| Responses may include but are not limited to:* There are risks associated with these activities and it is important not to open organisation up to unnecessary risks or potential litigation.
* You should consider work health and safety risks and human resources related risks when conducting these activities.
* It is vital to ensure that all actions and processes comply with your organisation’s legislative obligations.
 |

* 1. Briefly describe the three steps involved in conducting risk management.

|  |
| --- |
| Responses should demonstrate an understanding of how to conduct risk management in accordance with organisational plan and legal requirements. The following is an example response only. Essentially, risk analysis is a three stage process which involves, identifying risks, assessing risks and controlling risks. There are a number of techniques which can be used to identify risks in an organisation. These techniques may include brainstorming sessions, checklists, expert judgement, SWOT analysis or review of organisational documentation. Once you have identified the risks likely to affect your organisation, the next step is to assess the relative priority of those risks. The relative priority of a risk is determined by its impact and likelihood. Once you have prioritised the risks in order of importance, you need to come up with strategies to control them. Risk management strategies are the actions you take to prevent or minimise the risk to your organisation. |

1. When designing a performance management process, you need to ensure that it is consistent with organisational objectives and policies. Briefly outline a generic performance management process that you could use as a starting point for developing a more specific process within an organisation/project team. (Your response should be no more than 100 words)

|  |
| --- |
| Student’s response should reflect a process that involves:* Performance planning / performance agreement (e.g., Define role profiles, objectives, competencies, standards of performance, identify and define key performance indicators, etc.)
* Performance activities (e.g., implement performance improvement plan/personal development plan)
* Managing performance (e.g., monitoring performance, providing continuous feedback, coaching, deal with underperformance, etc.)
* Review/analyse performance (e.g., discussion and feedback, performance assessment, agree strengths, build on strengths, agree areas for improvement).

Students may set out additional timeframes for each stage but this is not required for competency.  |

1. Before you can start to conduct performance management you may need to train participants in the performance management and review process. List four training techniques that can be used to train participants. (Your response should be no more than 10 words)

|  |
| --- |
| Responses may include but are not limited to:* Presentations
* Lectures
* Tutorials
* Group discussion
* Practical application
* Demonstrations
* Simulations
* Practical assessments
* Theory assessments
* Quizzes
 |

1. Once all employees have been trained in performance management you can start conducting performance appraisals. List four things you should do during a performance appraisal. (Your response should be no more 30 words)

|  |
| --- |
| Responses may include but are not limited to:* Give feedback for the previous period
* Assess performance for the previous period
* Agree and build on existing strengths
* Agree on areas for improvement
* Work with clear role definitions (position descriptions)
* Set clear objectives for the next period
* Agree on competencies to be obtained
* Develop and agree on performance improvement plans
* Develop and agree on personal development plans
 |

1. In addition to performance appraisals, managers are also required to monitor and measure employee performance on a day-to-day basis.
2. Why is this important? (Your response should be no more than 30 words)

|  |
| --- |
| Responses may include, but are not limited to:* This allows line managers to identify performance issues early and jointly devise a solution with the employee before the end of the performance management period.
* Allows for timely feedback and coaching
* Allows intervention before performance problems get too large.
 |

1. What sort of information should be collected when monitoring and measuring individual team member performance? (Your response should be no more than 30 words)

|  |
| --- |
| Responses may include, but are not limited to:* Examples and samples of actual performance (e.g., results, events, critical incidents and significant behaviour.
* NOT every piece of work the employee has ever done
* Samples and evidence from direct observation, reports, self-report, feedback, data collection and analysis, performance tracking software
 |

1. Feedback involves providing information to team members in order to reinforce good performance and improve poor performance. Briefly outline four key things that you should keep in mind when providing informal feedback to members of your project team. (Your response should be no more than 75 words)

|  |
| --- |
| Responses may include but are not limited to:* Always provide a combination of positive, constructive, and negative feedback – never just negative feedback on its own.
* Feedback should be based on facts and evidence, never opinions.
* Feedback should be given as required (e.g., timely)
* Feedback should be based on descriptions of what happened and not accompanied by judgement
* Feedback should be specific
* Feedback should be focused on the ‘how’ not the ‘what’ – e.g. how the task was tackled rather than the result.
* When giving feedback, ask questions – e.g. “why do you think this has happened?”, “How do you think you could handle this differently in the future?”
* Feedback should focus on key issues
* Feedback should indicate actions required to develop performance or skills.
 |

1. Often project managers are nervous about dealing with underperformance because they worry that team members will react angrily.
	1. Briefly outline four things that a project manager can do to reduce the likelihood of team members reacting badly during difficult discussions. (Your response should be no more than 75 words)

|  |
| --- |
| Responses may include but are not limited to:* Keep in touch with the members of their team.
* Get to know each individual in order to anticipate possible behaviour.
* Do not wait until a formal review meeting.
* If they have to hold a formal meeting, get the facts in advance.
* Plan the meeting on the basis of the facts and what they know about the individual.
* Set the right tone from the start of the meeting.
* Begin the conversation by explaining the purpose and structure of the meeting.
* Focus on the issue and not the person.
* Ask for an explanation. Ask unloaded questions to clarify the issues...
* Listen to what the individual has to say – he or she may need to let off steam.
* Keep an open mind and don’t jump to conclusions.
* Acknowledge the individual’s position and any mitigating circumstances.
* If new evidence emerges, adjourn the meeting if this feels appropriate.
* Ask the employee for proposals to resolve the situation, discuss the options...
* If agreement cannot be reached, managers may have to define the way forward...
 |

* 1. List four actions project managers can take to reduce underperformance? (Your response should be no more than 20 words)

|  |
| --- |
| Responses may include but are not limited to:* Coaching
* Mentoring
* Further training
* Reassignment
* Counselling
* Re-establish expectations
 |

1. How can project managers use on-the-job coaching to improve a team member’s performance in order to help them exceed performance targets/standards? (Your response should be no more than 50 words)

|  |
| --- |
| Responses may include, but are not limited to:* Coaching can be used as a technique to ensure employees are aware of their performance, know what is expected of them, increase their skills/knowledge to complete a task, feel empowered to take advantage of strengths and succeed in their role, etc.
* Use the GROW model to set goals, explore current situation, identify options/solutions, and plan forward action/way of overcoming potential obstacles.
 |

1. Most performance review processes involve a formal, structured feedback session at least once a year. Briefly outline the key tasks that should be completed at each of the following stages of such a feedback session.
	1. Before the meeting (Your response should be no more than 50 words)

|  |
| --- |
| Responses may include, but are not limited to:* Arrange for the session to be held in a private place at a mutually agreeable time.
* Clearly explain the purpose of the meeting to the employee
* Collective relevant documentation and evidence
* Think about what feedback you will give.
 |

* 1. During the meeting (Your response should be no more than 75 words)

|  |
| --- |
| Responses may include, but are not limited to:* Clearly explain purpose, structure, and approx. duration of the meeting
* Encourage employee to assess their own performance
* Reinforce good performance using specific examples and evidence
* Identify and analyse poor performance using specific examples and evidence
* Invite employee to respond or explain performance
* Ask employee for suggestions to improve performance
* Explore potential solutions to poor performance
* Decide on a way forward.
 |

* 1. After the meeting (Your response should be no more than 30 words)

|  |
| --- |
| Responses may include, but are not limited to:* Complete any required documentation and provide copies to employee
* Carry out follow-up activities
* Schedule the next formal feedback session.
 |

1. During performance reviews you may need to write and agree performance improvement plans. Briefly describe what information should be included in a performance improvement plan. (Your response should be no more than 50 words)

|  |
| --- |
| Student’s response must demonstrate an understanding of what should be included in performance improvement plans. Example response:Performance improvement plans describe what an employee needs to do in a specific area of their job. The plan should state what objectives have been set, when they should be achieved and how they are going to be achieved. The plan should also state what support will be provided, the responsibilities of each party and the consequences if objectives aren’t met. |

1. Occasionally when managing performance, you may need to seek assistance from a human resources specialist. List four circumstances which may require assistance from a human resources specialist. (Your response should be no more than 30 words)

|  |
| --- |
| Responses may include but are not limited to:* Accommodating a disabled employee
* Dealing with serious employee misconduct
* Terminating employees
* Responding to harassment
* Discrimination complaints
* Threats of workplace violence
* Investigating significant workplace incidents
 |

1. While it is important to manage poor performance, it is equally important to recognise and reward good performance. Briefly describe one way of rewarding excellent performance. (Your response should be no more than 30 words)

|  |
| --- |
| Responses may include but are not limited to:* Give an employee personal or written congratulations for a job well done. Do it timely, often, and sincerely.
* Acknowledge employees in a public setting such as a company newsletter or department staff meeting, for maximum value.
* Offer time off or flexibility in working hours.
* Take the time to meet with and listen to employees — as much as they need or want.
* Give employees specific and frequent feedback about their performance. Support them in improving performance.
 |

1. Team member underperformance can be caused by a range of personal issues. In the appropriate space below, briefly outline a personal issue that could impact a team member’s performance and provide an example of a support service that you could include in an employee assistance program or refer your team member to in order to provide support. (Your response should be no more than 50 words)

|  |
| --- |
| Personal issues may include, but are not limited to: Addiction, alcohol, bullying, debt, drugs, education, family, financial hardship, gambling, grief, harassment, health problems, housing, immigrations, marriage, relationships, stress, trauma.Support services include, but are not limited to: mental health services, chaplaincy, peer support, counselling, financial support/advice, legal support/advice, support for people with disabilities, flexible working arrangements, health/wellness programs, or specific services such as Anglicare, Australian Red Cross, Beyond Blue, Lifeline, National Legal Aid, Relationships Australia, Salvation Army, Smith Family, Wesley Mission, etc.Example response:Marriage breakdown could detrimentally impact job focus and performance. Employee Assistance programs could include access to counselling services or you could refer the employee to an organisation such as Relationships Australia. |

1. Occasionally project managers will need to counsel team members who continue to perform below expectations.
	1. In your own words, briefly outline the Fair Work Ombudsman’s five steps to managing underperformance. (Your response should be no more than 100 words)

|  |
| --- |
| Student’s response must demonstrate an understanding of each of the following 5 steps.* Step 1: Identify the problem – gather specific examples and evidence and how it impacts the business.
* Step 2: Assess and analyse the problem – consider the seriousness of the problems and possible causes.
* Step 3: Meet with the employee to discuss the problem – discuss problem, give employee opportunity to respond, explore issue, and discuss changes required
* Step 4: Jointly devise a solution – work with employee to generate a solution, action plan, timeframe and milestones and set date for follow-up.
* Step 5: Monitor performance – monitor performance, hold follow-up meeting, take appropriate follow-up steps.
 |

* 1. If a team member’s performance has not improved after your underperformance meeting what actions should you consider? (Your response should be no more than 50 words)

|  |
| --- |
| Responses should include, but are not limited to:* If another meeting with the employee would be useful
* Providing additional training
* Changing the employee’s duties (if appropriate)
* Issuing a first or additional warning
* If the possible consequences of not improving, including if termination is a possibility, has been properly explained.
 |

1. According to the Fair Work Ombudsman, employers should issue employees with written warnings before terminating their employment. What four things must you ensure if you decide to issue warnings as part of the disciplinary process? (Your response should be no more than 50 words)

|  |
| --- |
| Responses should include:* The reason for the warning is clear
* All details are recorded in writing
* Clear expectations for future behaviour are set
* The warning is fair and reasonable
 |

1. If all performance management procedures have been followed and an employee’s performance still hasn’t improved their employment may need to be terminated.
	1. Based on the requirements set out in the National Employment Standards, identify the minimum notice period you would be required to give a 35 year old person for each of the following periods of continuous service.

|  |  |
| --- | --- |
| **Period of continuous service** | **Minimum notice period** |
| 2 years | 2 weeks |
| 8 months | 1 week |
| 6 years | 4 weeks |
| 4 years | 3 weeks |

* 1. What should be included in a terminated employees final pay? (Your response should be no more than 50 words)

|  |
| --- |
| Responses should include:* Outstanding wages for hours they have worked, including penalty rates and allowances
* Any accumulated annual leave
* If it applies:
* Annual leave loading
* Accrued or pro rata long service leave
* Redundancy pay.
* Sick and carer’s leave is not paid out when employment ends.
 |

* 1. List three factors that the Fair Work Commission would consider in determining whether a termination was harsh, unjust or unreasonable. (Your response should be no more than 75 words)

|  |
| --- |
| Response may include any three of the following:* Whether there was a valid reason for the dismissal related to the employee’s capacity or conduct
* Whether the employee was notified of that reason and given an opportunity to respond
* Any unreasonable refusal by the employer to allow the employee to have a support person present to assist at any discussions relating to dismissal
* If the dismissal related to unsatisfactory performance by the employee, whether they had been warned about that unsatisfactory performance before the dismissal
* The degree to which the size of the employer’s enterprise and the degree to which the absence of dedicated human resource management specialists or expertise would be likely to impact on the procedures followed in effecting the dismissal
* Any other matters that the fair work commission considers relevant.
 |

**Section 2**

Case Study Questions

**Background Information**

To respond to the questions in this part of the Assessment Book you are to imagine that you are the Operations Manager of Tranquility Wellness Center, a fictional holistic health and wellness business. You have been tasked with managing the opening of a new Tranquillity location. Extracts from key Tranquillity Wellness Centre business documents are included in the Assessment – Supporting Documents Book for this unit. You will need to review these documents in order to respond to the questions below.

Before beginning this Assessment please review Supporting Document A which outlines the project brief. This is the same brief that you worked on in the previous Assessment Book – you will be continuing with this project throughout the different Assessment Books of each of the units of this Diploma. Please note: While some of the assessment questions may build upon tasks you have completed in previous units of the Diploma, you should base your responses to this Assessment Book on the information provided in the current Assessment – Supporting Documents Book rather than on answers you have previously submitted.

1. Before the project began, the CEO asked you to design a performance management and review process for use during the project. Complete the table below by outlining a performance management and review process based on the performance management cycle and the information in the Study Guide. The process you design should only take six months to complete since the project is expected to last for six months.

|  |
| --- |
| Responses should demonstrate an understanding of how to design a performance management and review process to ensure consistency with organisational objectives and policies. Responses should be consistent with the performance management cycle and activities should include the planning, action, monitoring and review phases, e.g... |
| **Month 1** | Define role profiles, updating as necessary. Manager and employee define goals and performance standardsIdentify and define key performance indicatorsDraw up development plans. |
| **Month 2** | Monitor progress and review evidence of achievement.Provide informal feedback as required.Provide coaching as required |
| **Month 3** | Mid-project checkpoint; progress is reviewed and the parties may agree on any corrective action required. |
| **Month 4** | Monitor progress and review evidence of achievement.Provide informal feedback as required.Provide coaching as required |
| **Month 5** | Prepare for performance review by analysing achievements against objectives.Identify specific strengths and weaknesses on the basis of evidence. |
| **Month 6** | Assess overall performance.Provide feedback.Use conclusions of performance review as the basis for next year’s performance and development agreement |

1. Before you can implement the new performance management process you need to train the project team in the new process. Using the training plan below, develop a one-day training program for the project team. Hint: See Study Guide under heading **Train participants** for detailed instructions and examples of how to develop a training program.

|  |
| --- |
| Responses will vary but should demonstrate an understanding of the skills and knowledge required to conduct/participate in performance management. Responses should also include a range of appropriate training techniques and resources. Example response below: |
| **Time** | **Topic** | **Activity** | **Resources** |
| 09:00 – 09:30 | Introduction | Presentation | Slides  |
| 09:30 – 10:00 | Learning Objectives | Presentation | Slides  |
| 10:00 – 10:30 | What is PM | Presentation | Slides/paper/pens |
| 10:30 – 11:00 | What is PM | Discussion | Slides |
| 11:00 – 11:30  | Process overview | Presentation | Slides/paper/pens |
| 11:30 – 12:00  | Process overview | Discussion | Slides |
| 12:00 – 01:00  | BREAK | - | - |
| 01:00 – 01:30  | Goal setting | Presentation | Slides/paper/pens |
| 01:30 – 02:00  | Goal setting | Discussion | Slides |
| 02:00 – 02:30 | Goal setting | Application | Forms/pens |
| 02:30 – 03:00 | BREAK | - | - |
| 03:00 – 03:30 | Self evaluation | Presentation | Slides/paper/pens |
| 03:30 – 04:00 | Self evaluation | Discussion | Slides |
| 04:00 – 04:30 | Self evaluation | Application | Forms/pens |
| 04:30 – 05:00 | Conclusion | Discussion | Slides |

1. The CEO has also asked you to come up with a low cost employee recognition and reward scheme to motivate staff during the project. Briefly describe the scheme you will implement. (Your response should be no more than 100 words.)

|  |
| --- |
| Responses should demonstrate an understanding of the how to reward good performance, for example:I would implement a system that involved awarding points to project team members. Once an employee reaches a certain number of points they would then receive a certificate presented by their superior and a token gift in the form of a gift voucher. This would be effective because it combines a token reward with public recognitions which are both cheap and effective ways of encouraging and rewarding good performance. |

1. The CEO has also expressed concern about the possibility of a team member’s personal issues affecting performance during the project. How could you support team members with personal issues during the project? (Your response should not exceed 100 words.)

|  |
| --- |
| Responses may include but are not limited to: In order to support employees who are suffering from personal issues that are affecting their performance at work I would implement a peer support system whereby employees volunteered to be a peer support officer and any employee could arrange to meet with them for an informal chat to talk about their personal problems. I would also ensure that at least one team member had training in counselling. Furthermore, I would refer employees to free or company funded external help for more serious issues. I would post information about these services on the intranet and on notice boards around the office. |

1. Complete the table below by conducting a risk analysis in order to identify at least three risks that could prevent Tranquillity from achieving the objectives of the project. Prioritise each risk in terms of its likelihood and impact using the matrix under **Conduct risk analysis** in the Study Guide. Finally, determine some common-sense strategies that could help control each risk.

|  |
| --- |
| Responses should demonstrate an understanding of the risks that would prevent tranquillity from meeting their objectives and how to control those risks. Students must analyse three risks. Examples include but are not limited to those below. Note, student may also give more specific examples of risks.*Student is expected to integrate information obtained the Study Guide under the* ***Conduct risk analysis*** *heading, into the Tranquillity scenario.*  |
| **Risk** | **Priority** | **Control** |
| Competitive risk | High | Offer better, different or cheaper products/services |
| Economic risk | Med | Don’t borrow too muchRepay debts quicklyFlexible workforce |
| Publicity risk | Low | Follow code of conduct/ethics |
| Hiring risk | Med | Conduct thorough interviews / background checks / reference checks |
| Workplace safety risk | Med | Conduct regular WHS audits, wear safety equipment, etc.  |

1. As the project gets underway, one of your first tasks as project manager will be to consult relevant individuals on work to be done and resources available. Review the project brief (Supporting Document A) and the work breakdown structure (Supporting Document B) and briefly summarise the work to be done by marketing officer, Lee Gregory. You should also decide how much of the total budget to allocate to Lee for marketing the new site. (Your response should be no more than 50 words)

|  |
| --- |
| Responses should demonstrate an understanding of the work to be allocated and the resources available. Example response:The work to be done by Lee includes:* Purchase signage
* Design and launch website
* Establish social media presence
* Set up customer database
* Plan opening day
* Local area marketing
* Install signage

Resources available for marketing are $1000 and six months (student may pick another dollar amount) |

1. Once you have identified the work to be done and the resources available, your next task will be to develop a work plan that is efficient, cost effective, and outcome focused. Develop a work plan for Lee in the table below. The total timeframe and budget that you allocate should not exceed to total timeframe and budget outlined in the project brief and your allocated budget for Lee’s activities. Hint: see **Develop work plans using operational plans** in the Study Guide for an example work plan.

|  |
| --- |
| Work plans should demonstrate an understanding of the activities; budget and timeframe outlined in the project brief and should not exceed $5,000 and 6 months. E.g. ...  |
| **Activity** | **Responsibility** | **Budget** | **Timeframe** |
| Purchase signage | L. Gregory | $100 | 1 month  |
| Design and launch website | L. Gregory | $300 | 2 months |
| Establish social media presence | L. Gregory | - | 2 months |
| Set up customer database | L. Gregory | - | 2 months |
| Plan opening day | L. Gregory | $500 | 1 month |
| Local area marketing | L. Gregory | $100 | 1 month |
| Install signage | L. Gregory | - | 1 week  |

1. Using the template below, develop one key performance indicator for measuring Lee’s performance based on the provided Organisational Objective. Hint: See **Develop key performance indicators** in the Study Guide for detailed instructions and examples of how to develop a KPI.

|  |
| --- |
| Responses should demonstrate an understanding of how to set KPIs using the process below. KPIs may relate to but are not limited to:* Keyword searches
* Page visits
* Time spent on site
* Purchases from site
* Followers/Likes

Example Response: |
| **1. Organisational objective** | **Market the new site** |
| **2. Key performance question** | How many people are visiting the website? |
| **3. Key performance indicator** | Number of page visits |
| **4. Data collection method** | Website data |
| **5. Target/benchmark** | Increase of 10% over the next six months |

1. You have just met with Lee to discuss his roles and responsibilities during the project. In the space below, write a follow up email to Lee to briefly confirm what his responsibilities will be, how his performance will be measured, and the code of conduct he must follow (Note: Tranquillity’s Code of Conduct can be found in Supporting Document C). (Your response should be no more than 300 words)

|  |
| --- |
| Responses should demonstrate an understanding of the following:* Responsibilities
* Performance standards (using SMART acronym)
* Code of Conduct

For example…Dear Lee, Welcome to the Tranquillity team, we look forward to working with you and getting to know you over the coming months. As you know you have been hired to help increase Tranquillity’s brand recognition and awareness. Specifically, this will involve:* Designing the new Tranquillity logo and branding
* Updating the current website
* Implementing search engine optimisation
* Increasing tranquillity’s social media presence
* Establishing a marketing database
* Implementing a monthly e-newsletter
* Implementing promotions designed to attract new clients

Your performance will be measured against a few key performance indicators including the number of page visits. Specifically, you will be required to increase the number of page visits to Tranquility’s web sites by 10% over the next six months. Furthermore, Tranquillity Wellness Centre prides itself on its professionalism and ethical conduct when dealing with clients, colleagues, suppliers and the general community. As an employee of Tranquillity you will be required to abide by our employee code of conduct which states that we shall:* Treat others with respect and fairness in all dealings internally and externally.
* Value diversity among all people, both inside and outside the organisation.
* Promote a work environment which is safe and free from harassment and bullying.
* Enhance the knowledge, skills and abilities of our people.
* Promote a healthy and productive balance between our work and personal lives.
* Protect the privacy and confidentiality of our employees and our customers.
* Report suspected unethical behaviour by a colleague without fear of retribution.
* Provide and accept constructive feedback for the purpose of personal and professional development.

I’m sure you will be a huge success and I look forward to working closely with you. Kind regards…*.*  |

1. Complete the following performance plan for Lee for the next six months. Hint: an example of a performance improvement plan can be found on **Write and agree performance improvement and development plans** in the Study Guide. The details included in a performance plan should be very similar to those included in a performance improvement plan.

|  |
| --- |
| Marker Note: Student must demonstrate ability to develop a performance plan based on all of the relevant information that has been provided about Lee’s role. *.*Example response below.  |
| **Employee name** | Lee Gregory |
| **Employee position**  | Marketing Officer  |
| **Period of plan** | 6 months |
| **Interim review**  | 3 months  |
| **Performance objective** | Market the new site |
| **Required outcomes** | * Purchase signage
* Design and launch website
* Establish social media presence
* Set up customer database
* Plan opening day
* Local area marketing
* Install signage
 |
| **Strategies** | * Follow the work plan
* If you have any questions you must immediately raise this with the project manager
 |
| **Support** | * Your project manager will provide you with additional training if required
* Your project manager will meet with you once a week to discuss your progress
 |
| **Responsibilities** | Employee: * To meet the required outcomes by the final review date.
* To participate in refresher training as and when required

Manager:* To provide you with on-the-job support.
* To provide you with training if required
* To conduct weekly feedback meetings
 |
| **Consequences** | If you fail to meet the required outcomes by the review date, without a reasonable excuse, you will be given a final written warning.  |

1. Once a performance plan is in place you will need to continuously monitor and evaluate Lee’s performance. Monitoring performance involves collecting examples and samples of results, events, critical incidents, and significant behaviours. Briefly describe how you will do this. (Your response should not exceed 100 words.)

|  |
| --- |
| Responses should demonstrate an understanding of how to monitor performance. The following is an example response...I would monitor performance by checking in with Lee on a regular basis to see how she is going. I would also ask to see and approve samples of her work for the first few weeks. I would also monitor by speaker to her clients and peers to see how she is going. Regarding the website and social media aspects of her job I could monitor her performance by gathering data such as likes, shares, follows and page views.  |

1. Imagine that the project has been underway for one month now and the work plan you developed stated that the signage for the new site should have been ordered by now. Unfortunately, Lee hasn’t gotten around to this yet. Provide Lee with some informal feedback to let him know that this issue needs to be resolved. When providing feedback, you should always provide a combination of positive, constructive, and negative feedback. (Your response should not exceed 100 words.)

|  |
| --- |
| Responses should demonstrate an understanding of how to give informal feedback i.e. give positive and negative feedback, be specific, tell her what needs to be done, e.g. Hi Peta, I wanted to talk to you about the signage. I know you’ve been working hard and from what I’ve seen so far you’re doing an excellent job. Unfortunately, however, we had hoped to have the signage for the new site ordered by now. Is there any reason this hasn’t happened? ... I understand you’re quite busy but if you could make the signage a priority and have it done by the end of the week I’d really appreciate it.  |

1. Imagine that the project has been underway for two months now and the website for the new site still isn’t up and running. Lee informs you that he hasn’t had much experience designing websites before. Use the GROW model described in **Provide on-the-job coaching** in the Study Guide to provide Lee with some on the job coaching regarding his performance. (Your response should not exceed 150 words)

|  |
| --- |
| Responses should demonstrate an understanding of the GROW model of coaching which involves * Goal – the goal of coaching expressed in specific, measurable terms.
* Reality – the reality of the current situation, and what needs to be improved
* Options – the possible options or solutions, as many as possible
* Will – or way forward, an action plan for achievement the goal of coaching

For example, student’s response might include...* Help Lee identify goal of getting the new site up and running
* Help Lee recognise the reality is that she has made no/little progress and reasons why (e.g., ask questions like “What have you achieved so far?”, “What is holding you back?”, etc.)
* Explore options with Lee (e.g., brainstorm, ask questions to help Lee identify options. Options might include getting his help to prioritise workload or organise training in website design or help talk Lee through some ways to structure time to be more productive, etc.
* Help Lee formulate an action plan with clear specific deadlines about what he will do and how to overcome potential obstacles.
 |

1. Imagine that the project has now been underway for three months and it is time for Lee’s formal feedback session. In addition to the previously described issues, by this stage you had hoped that social media for the new site would be in place but unfortunately it is behind schedule. You plan to conduct a formal structured feedback session with Lee. Use the template below to briefly describe what you would say to Lee during each stage of the meeting. (Each response should not exceed 50 words)

|  |
| --- |
| Responses should demonstrate the ability to provide formal feedback. Example responses below.  |
| **Clearly explain the purpose, structure and approximate duration of the meeting** |
| E.g. Hi Lee, we are here to discuss your performance over the last three months. The meeting should only take about half an hour. First I’ll ask you to do some self-evaluation before I give you some feedback and we both try to come up with a few strategies to improve your performance… |
| **Encourage the employee to assess their own performance first** |
| First of all, how do you think you have been performing so far? |
| **Reinforce good performance using specific examples and evidence** |
| I really like the quality of your work so far Lee, specifically the work you did on the website.  |
| **Identify and analyse poor performance using specific examples and evidence** |
| Unfortunately, though you have been having some trouble sticking to timeframes and getting work completed on time. There have been a few examples of this including the signage, website and social media for the new site  |
| **Invite the employee to respond or explain their performance** |
| Can you give me an idea of why this has been an issue for you, or is there anything else you wanted to add or clarify at this point? |
| **Ask the employee for suggestions to improve performance**  |
| Is there anything I or anyone else can do to help you solve this problem, have you come up with any potential solutions that would help you to complete your tasks on time?  |
| **Explore potential solutions to poor performance** |
| Possible solutions might include additional training, regular meetings to make sure you are staying on track, keeping a diary of what tasks you complete each day, delegating certain tasks to other staff members or delegating to other team members.  |
| **Decide on a way forward** |
| Okay these are all good suggestions; however, more training isn’t exactly in the budget at the moment. Moving forward I would like you to keep a diary of what tasks you complete each day. We will then meet once a week to discuss what you have accomplished in the past week and what your goals are for the next week. Finally, as discussed we will discuss delegating some smaller tasks to the junior marketing officer in order to allow you to focus on larger tasks.  |

1. Imagine that it has now been four months and Lee is still failing to complete his work on time. You have spoken with the human resources manager and decided to issue Lee with a written warning. In the written warning you must ensure:
* The reason for the warning is clear
* All details are recorded in writing
* Clear expectations for future behaviour are set
* The warning is fair and reasonable

Draft your written warning in the space below. (Your response should be no more than 200 words)

|  |
| --- |
| Responses must include the above four points. For example,Dear Lee, You have now been working on the project for four months and unfortunately you have continuously failed to finish your work on time. We have now had several formal and informal discussions about this issue and your performance has failed to improve. Therefore, I am issuing you with your first and final written warning. Failure to improve your performance in this area will unfortunately result in your termination from Tranquillity Wellness Centres. In order to improve your performance over the next two months you must:* Purchase signage
* Design and launch the website for the new location
* Establish and maintain asocial media presence for the new site
* Set up a customer database for the new site
* Plan opening day
* Local area marketing
* Install signage

If you fail to meet the required outcomes by the review date, without a reasonable excuse, you will be given a final written warning. |

1. Unfortunately, Lee’s performance has still failed to improve and after much discussion, the Human Resources Manager, the CEO, and yourself agree that you are left with no choice but to terminate his employment. Write a checklist to ensure that the termination is handled in accordance with all relevant legislative requirements, awards or agreements. The checklist should be worded so that the correct answer is always yes. Note: the first question has been filled in for you – you must develop at least 5 more questions.

|  |
| --- |
| Responses should demonstrate an understanding of termination requirements. Students must develop at least five more questions. The following are example questions. |
| **Termination Checklist** | **P** | **O** |
| Has the correct minimum notice period been given or paid out? |  |  |
| Has the employee been paid for all hours that they worked? |  |  |
| Has the employee been paid for all accumulated annual leave including loading?  |  |  |
| Has the employee been paid for all accumulated or pro rata long service leave? |  |  |
| Is there a valid reason for the dismissal relating to capacity or conduct? |  |  |
| Has the employee been notified of the reason?  |  |  |
| Has the employee been given the opportunity to respond? |  |  |
| Has the employee been allowed to have a support person present? |  |  |
| Was the employee warned about their performance prior to dismissal? |  |  |

**Note: There is an additional practical component to the assessment of this unit. Please see BSBMGT502 Practical Assessment Instructions for details.**

Supporting Document A

Tranquillity Wellness Centre

Email from CEO



Email from CEO

To: operations@tranquillity.net.au

From: ceo@tranquillity.net.au

Subject: Marketing initiatives

To…

As you know, Tranquillity’s new marketing professional, Peta, will be starting with us on Monday and will be reporting directly to you.

Peta was hired with the specific goal of increasing Tranquillity’s brand awareness in line with our strategic objectives and operational plans.

Over the next six months Peta will be responsible for:

* Designing the new Tranquillity logo and branding
* Updating the current website
* Implementing search engine optimisation
* Increasing Tranquillity’s social media presence
* Establishing a marketing database
* Implementing a monthly e-newsletter
* Implementing promotions designed to attract new clients

These and any other marketing initiatives for the next six months will have a total budget of $10,000.

If you have any futher questions regarding this matter please don’t hesitate to contact me.

Kind regards,

Supporting Document B

Extract from Tranquillity Wellness Centre

Operational Plan



Operational Plan

The purpose of this Operational Plan is to describe a detailed action plan to accomplish the strategy and goals set out in Tranquillity Wellness Centre’s Strategic Plan. Each operational objective is derived from one of the strategic objectives outlined in Tranquillity’s Strategic Plan.

**Organisational Objective**

Increase Tranquillity’s brand awareness.

|  |  |  |
| --- | --- | --- |
| **Activities*** Design new logo and branding
* Update website
* Implement search engine optimisation
* Increase social media presence
* Establish marketing database
* Implement monthly e-newsletter
* Implement promotions designed to attract new clients
 | **Estimated Cost**$1500 - $3000$3000 - $4000$1000 - $1500$0 - $500$0 - $1000$0 - $500$2000 - $4000 | **Estimated Time**4-6 weeks1-3 months2-4 monthsWeekly4-5 monthsMonthlyUp to 6 months |

**Total Budget**

Up to $10,000

**Total Timeline**

Six months

**Responsibility**

Marketing professional reporting to the Operations Manager

## Supporting Document C

Tranquillity Wellness Centre

Code of Conduct



Code of Conduct

Tranquillity Wellness Centre prides itself on its professionalism and ethical conduct when dealing with clients, colleagues, suppliers, and the general community. This code, in conjunction with the law and Tranquillity’s policies and procedures, is designed to guide Tranquillity employees in discharging their duties. To the best of their abilities, Tranquillity employees should consistently strive to uphold the following principles:

* Treat others with respect and fairness in all dealings, internally and externally.
* Value diversity among all people, both inside and outside of the organisation.
* Promote a work environment which is safe and free from harassment and bullying.
* Enhance the knowledge, skills, and abilities of our people.
* Promote a healthy and productive balance between our work and personal lives.
* Protect the privacy and confidentiality of our employees and our customers.
* Report suspected unethical behaviour by a colleague without fear of retribution.
* Provide and accept constructive feedback for the purpose of personal and professional development.

|  |  |  |
| --- | --- | --- |
|  | **Assessor's Comments**  |  |
|  | To be completed by Assessor to provide constructive feedback on the assessment of this Assessment Book. |  |
|  |  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |  |
|  | Competent / Not Yet Competent |  |  |  |  |
|  | Signature of Assessor: |  | Date: |  |  |

**RESUBMISSION PAGE**

**The following Entry Box is for students to complete any activities that require resubmission**

|  |
| --- |
| **Important Note:** In order to assist the marker in reassessing your work, please make clear headings throughout your work, identify the Section Number, Question Number and Page Number for each question you have to re-submit. |

|  |
| --- |
| **Complete resubmission activities here**     |

|  |  |  |
| --- | --- | --- |
|  | **Assessor's Comments - Resubmission** |  |
|  | To be completed by Assessor to provide constructive feedback on the resubmission of this Assessment Book. |  |
|  |  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |  |
|  | **Competent / Not Yet Competent** |  |  |  |  |
|  | Signature of Assessor: |  | Date: |  |  |