



BSBHRM529

ASSESSOR GUIDE

COORDINATE SEPARATION AND TERMINATION PROCESS

Assessment 2 of 2

Project

Assessment Instructions

Task overview

This assessment task is divided into four (4) parts. Read each question carefully before typing your response in the space provided.

Additional resources and supporting documents

To complete this assessment, you will need the following:

- [Policy and Procedure Management Policy](#)
- [Separation and Termination Policies and Procedures](#)
- [Communication Policy](#)
- [Exit Survey template - Appendix 1](#)
- [Feedback and Evaluation Form - Appendix 2](#)
- [CBSA Staff Retirement Data spreadsheet - Appendix 3](#)
- [CBSA Exit Interview Data Spreadsheet - Appendix 4](#)

You will need to access the following websites:

- Fair Work Ombudsman <https://www.fairwork.gov.au>
- NSW Public Service Commission <https://www.psc.nsw.gov.au>

Assessment Information

Submission

You are entitled to three (3) attempts to complete this assessment satisfactorily. Incomplete assessments will not be marked and will count as one of your three attempts.

All questions must be responded to correctly to be assessed as satisfactory for this assessment.

Answers must be typed into the space provided and submitted electronically via the LMS. Hand-written assessments will not be accepted unless previously arranged with your assessor.

Reasonable adjustment

Students may request a reasonable adjustment for assessment tasks.

Reasonable adjustment usually involves varying:

- the processes for conducting the assessment (e.g., allowing additional time)
- the evidence gathering techniques (e.g., oral rather than written questioning, use of a scribe, modifications to equipment)

However, the evidence collected must allow the student to demonstrate all requirements of the unit.

Refer to the Student Handbook or contact your Trainer for further information.



Please consider the environment before printing this assessment.

For this assessment, you are playing the role of Zane, an HR Consultant for Complete Business Solutions (CBSA). Throughout this assessment, you will be required to complete several tasks relating to developing policies and procedures for separation and termination processes for staff at CBSA.

Part A – Assist in the development of Separation and Termination Procedures

Task 1 - Research features of best practice systems of separation and termination procedures

In this task, you are required to assist in developing the following two [2] draft policies, procedures and documents found in the CBSA **Separation and Termination Policies and Procedures**, in line with provisions of relevant legislation and the **CBSA Policy and Procedure Management Policy**.

The following policies and procedures will need to be reviewed:

1. Immediate [Summary] Dismissal Policy
2. Staff Redundancy/Redeployment Policy
3. Staff Exit Interview Policy

You will need to access information on best practices from the following URLs:

- <https://www.fairwork.gov.au/tools-and-resources/fact-sheets/minimum-workplace-entitlements/ending-employment>
- <https://www.psc.nsw.gov.au/workforce-management/recruitment/onboarding-and-exiting/exit-interviews>
- <https://www.fairwork.gov.au/ending-employment/redundancy>

You will need to:

- research features of best practice systems of separation and termination and the legal requirements
- ensure procedures for dismissal or termination are according to legislative requirements and organisational policies and procedures
- identify and complete any gaps in the information provided.

Complete the **Separation and Termination Policies and Procedures Report** below based on your research and findings.

Please note in the following task [Task 2], you will be required to consult on your Report and obtain feedback.

- Once you have received your feedback, you will return to Task 1 and update your Report based on your feedback.

[Approximate overall word count: 600 words]

Assessor Instructions:

The student must demonstrate that they can:

- assist in determining and developing policies, procedures and supporting documentation for all forms of separation and termination
- research features of best practice systems of separation and termination and the legal requirements
- ensure procedures for dismissal or termination are according to legislative requirements and organisational policies and procedures.

Exemplar responses are provided below.

Separation and Termination Policies and Procedures Report	Review Notes
Immediate [Summary] Dismissal Policy	
Outline best practice information and legal requirements provided by the Fair Work Ombudsman for immediate [summary] dismissal.	<p>The student must refer to the Fair Work Ombudsman's best practices for immediate dismissal. The response must be consistent with the following:</p> <p>The Fair Work Ombudsman states that when an employee is terminated for serious misconduct, the employer doesn't have to provide any notice of termination. The employer does have to pay the employee all outstanding entitlements, such as payment for time worked, annual leave and sometimes long service leave. Serious misconduct involves an employee deliberately behaving in a way that is inconsistent with continuing their employment. Examples include:</p> <ul style="list-style-type: none"> • causing severe and imminent risk to the health and safety of another person or the reputation or profits of their employer's business • theft, fraud, assault, sexual harassment <p>refusing to carry out a lawful and reasonable instruction that is part of the job.</p>
Does the CBSA Immediate [Summary] Dismissal Policy represent best practices? Why?	<p>The student response must be consistent with the following:</p> <p>Yes, it represents best practices, as it covers all the Fair Work Ombudsman requirements for best practices.</p>
Does the CBSA Immediate [Summary] Dismissal Policy meet legal requirements? Why?	<p>The student's response must be consistent with the following:</p> <p>No, the legal references are incorrect in spelling and dates. It should say: CBSA will follow all relevant provisions: Fair Work Act 2009 [Cth] Fair Work Regulations 2009 [Cth] National Employment Standards.</p>
Does the CBSA Immediate [Summary] Dismissal Policy meet the CBSA Policy and Procedure Policy requirements? Why?	<p>The student's response must be consistent with the following:</p> <p>No, the legal references are incorrect in spelling and dates.</p>

Staff Redundancy/Redeployment Policy	
Outline best practice information and legal requirements provided by the Fair Work Commission for staff redundancy/redeployment.	The student must refer to the Fair Work Ombudsman's best practices for staff redundancy/redeployment. The student response must be consistent with the following: Redundancy occurs when an employer either decides they no longer need an employee's job to be done by anyone or the employer becomes insolvent or bankrupt and terminates their employment. The job itself, not the employee, becomes redundant
Does the CBSA Staff Redundancy/Redeployment Policy meet best practices and legal requirements? Why?	The student's response must be consistent with the following: No, as the Purpose statement is incorrect. It should specifically state 'staff redundancy, redeployment and outplacement.'
Does the CBSA Staff Redundancy/Redeployment Policy meet the CBSA Policy and Procedure Policy requirements?	The student's response must be consistent with the following: No, as the Purpose statement is incorrect. It states This Policy defines processes to be followed when implementing staff termination; it should state, 'This policy defines processes to be followed when implementing staff redundancy, redeployment and outplacement.'
Staff Exit Interview Policy	
Outline best practice information and legal requirements provided by the NSW Public Service Commission for managing employment termination for staff exit interviews.	The student must refer to the NSW Public Service Commission's best practices for staff exit interviews. The student's response must be consistent with the following: Principles for exit interviews or surveys: <ul style="list-style-type: none"> • The objective of the interview should be clearly explained to exiting employees. • Participation in the process is voluntary but strongly encouraged. • A plan for capturing and analysing data should be developed. It should include how the information will be collected, analysed and used [e.g. collated into a report for the agency's executive and shared with employees]. This ensures results are used properly and effectively and prevents any breach of confidentiality. • Confidentiality provisions are clearly outlined in the agency's exit interview policy, including how the information will be collected, stored and used. • Standard questions are asked of all exiting employees to identify and compare trends across the organisation or in workforce segments. • Delivery is objective and unbiased, with interviews undertaken by an experienced person in-house or an external provider face-to-face or over the phone or as a paper-based or online survey. • Timing for interviews and surveys may vary but are commonly held soon after an employee submits their resignation, a few days before the employee's last day, or shortly after an employee leaves.

	<ul style="list-style-type: none"> A plan of action is put in place for the organisation to improve organisational systems, processes and strategies; or to address potential workplace issues or claims.
Does the CBSA Staff Exit Interview Policy meet best practices and legal requirements? Why?	<p>The student's response must be consistent with the following:</p> <p>No, the Policy states that the employee will attend the exit interview; nowhere does it state that the interview is an invitation and is voluntary.</p>
Does the CBSA Staff Exit Interview Policy meet the CBSA Policy and Procedure Policy requirements? Why?	<p>The student's response must be consistent with the following:</p> <p>No, as the procedures are incorrect against legislation requirements.</p>

Task 2 – Consultation on Report and recommendations

Zane must seek consultation and feedback on his Report and recommendations, as his recommendations will be forwarded to the Policy development team, who will be actioning his feedback. He emails his Supervisor for consultation on his Report.

Part A

You are to seek feedback from your Assessor on your Report and the recommendations you developed in Part A, Task 1.

You will need to provide them with your completed Report – Part A Task 1 [copy and paste onto a separate Word Doc] and the Feedback and Evaluation Form [Appendix 2] by sending the form to your Assessor's email.

Ensure you:

- use appropriate email software and conventions, e.g., using subject line and email signature
- attach the Feedback form and your draft policies [attach the Assessment paper with Part A Task 1 completed]
- clearly describe that the completed Report is attached, and their feedback is required via the Feedback form attached
- complete the Feedback Summary section once your Assessor has returned the form.

[Approximate word count: 150 words]

Assessor Instructions:

The student must demonstrate that they can:

- Consult stakeholders before introducing new policies, procedures and supporting documentation.
- Obtain support for separation and termination policies and procedures from relevant stakeholders.
- Seek feedback to refine policies, procedures and supporting documents for separation and termination.

- Collaborate with others to achieve outcomes, playing an active role in facilitating understanding of procedures

The student must summarise the feedback provided by their Assessor. The response must:

- Relate the content from the feedback form
- be relatable to the actions/ improvements that follow.

Ensure students have your email address for submission of their completed template and feedback request. Once received, you will provide feedback on their plan in writing via return email using the Feedback form. Look for the following:

- Used appropriate email software and conventions, e.g., subject line and email signature.
- Clearly stated that the completed template is attached and that feedback is required.
- Summarised feedback received and modified based on feedback received. This must include the following:
 - modifying the template to reflect the analysis of feedback received from the assessor
 - summarising the feedback received.

Exemplar response is provided below.

Feedback and Evaluation Form	
Record your name here	
Date	
Please provide feedback to the student on their Report. Relevant points can include the following. <ul style="list-style-type: none"> • Suggesting changes to wording or inclusions. • Advise on regulatory/legal requirements. 	
Feedback Question	Please comment in the spaces provided.
Suggest feedback and any further modifications required to: Policy and procedure for immediate (summary) dismissal	
Suggest feedback and any further modifications required to: Policy and procedure for staff exit interviews	
Feedback Summary	
Name and date	Zane O'Brien
Summary of feedback received from your Assessor.	

The student must summarise the feedback received from their Assessor provided from the feedback form. It must:

- relate to the content from the feedback forms
- be relatable to the actions/ improvements that follow.

For example:

- Include the Privacy Act.
- Be more explicit about procedures for redundancy meeting
- Incorrect date on Act.

Areas and actions for improvement based on feedback from your Assessor.

The student must suggest or elaborate on actions that could be taken to improve their performance. The actions must relate directly to the feedback summary.

For example:

- I will include the Privacy Act and double-check if there is any other relevant information I should have.
- I will update procedures for Exit Interviews to ensure it is stated it is voluntary.
- I will include more information on best practice guidelines in my Report.

Part B

Once you have completed your feedback form, you will go back to **Task 1** and update your **Report** based on your feedback.

- Add your updates in **RED**, so your Assessor knows where you have updated your Report.

Submission instructions:

- Save the completed Feedback and Evaluation Form as a PDF format and name the file using the following naming convention: BSBHRM529_02_StudentName_yymmdd_Part A Policy Consultation
- Submit the PDF file together with your assessment.

Task 3 – Communicate procedures

The Policy development team has now finalised the two policies and procedures.

Zane's next job is to email all staff the updated policies and to provide a training plan for staff and managers. The Training Plan will ensure everyone is informed and that managers and leaders have the necessary knowledge and skills to implement separation and termination procedures.

In this task, you must inform the human resource staff, managers and supervisors of CBSA about the new procedures.

You must:

Write an email to the human resource staff, managers and supervisors at CBSA as follows:

- Advise that the updated procedures and supporting documentation are attached for their information.
- Summarise the process undertaken to develop and review the documents to ensure they reflect industry best practices and regulatory requirements.
- Please include at least one source of information accessed when developing the policies, procedures or supporting documentation.
- Provide a Summary Training Plan of actions to ensure management has the appropriate skills and knowledge to manage the disciplinary process, e.g., Training, an implementation guide, coaching, etc. This should include the following:
 - three training ideas for all staff
 - three training ideas for Managers and Supervisors
 - describe each training idea and how it will be delivered/provided
 - describe what points will be covered.

Use the Email Template provided below.

[Approximate word count: 350 words]

Assessor instructions:

The student must demonstrate that they can:

- Communicate policies and procedures and provide supporting documents to relevant stakeholders.
- Ensure human resource staff, managers, and supervisors have the necessary skills and knowledge to take disciplinary action and conduct separation and termination processes.
- Ensure staff have an appropriate skill set to conduct terminations.

An exemplar response is provided below.

Email Template

To:	Human resource staff, managers and supervisors
From:	Zane O'Brien – HR Consultant
CC:	
Date/time:	Thursday 2:30 pm
Subject:	New Policy and Procedures for separation and termination
Attachments:	Separation and Termination Policies and Procedures. Dox Staff Exit Survey. Dox

To all CBSA staff,

This email is to inform you that CBSA Separation and Termination Policies and Procedures have been reviewed, and the policies have been updated.

The updated policies and accompanying documentation are attached for staff information. Please ensure you read through the policies and procedures carefully.

The policy development and HR team's focus has been to update and finalise the three policies to ensure they meet best practices and regulatory requirements. A summary of the development and review process is outlined below:

- Researched inclusions.
- Referred to existing policies and procedures.
- Drafted documents using reliable information as the source.

The following links were the source of information regarding the development of employment policies and procedures, should you wish to research further.

- <https://www.fairwork.gov.au/>
- <https://www.industrialrelations.nsw.gov.au/>

CBSA will take affirmative action to ensure all staff understand the policies and for managers and Team leaders to thoroughly understand the process and are comfortable implementing them. Having the appropriate skills and knowledge to manage the disciplinary processes with termination and separation is essential.

CBSA will provide support and Training to all staff, Managers and Leaders over the coming three weeks to ensure everyone understands the updated Separation and Termination Policies.

Please observe the following training plan.

Training Plan for new Separation and Termination Procedures

For who?	Type of Training	A description of each training idea - points to be covered.	How will the Training be delivered/provided?
All staff	Survey	Survey to assess what they do know and need help with	Via Confidential Survey
All staff	Handbook/user guide.	Each staff member will receive a handbook.	Handbook provided to all staff
All staff	Intranet access	All staff to have intranet access to the policies, procedures and related documents.	Via Intranet
Managers and Supervisors	In-house training sessions	Legal and moral responsibilities. Privacy requirements and discretion.	Small classroom session with handouts/discussion
Managers and Supervisors	On-the-job coaching	Record-keeping requirements. Using the process and procedure.	Assign an internal coach to demonstrate to Managers with discussions
Managers and Supervisors	External trainers	Communication skills for separation and termination processes	Seminars and sessions with role plays online webinars

If you have any questions, please do not hesitate to contact me.

Kind regards

Zane O'Brien



HR Consultant
300 Fictional Way, Sydney, NSW 2000
Phone: 1800 111 222
www.cbsa.com.au

Part B – Review Data and Plan for Staff Retirements

Use the **CBSA Staff Retirement Data Spreadsheet [Appendix 3]** to complete the following tasks on the template provided.

On the Excel Spreadsheet:

- Calculate the anticipated retirement date of each staff member (assuming they retire on their 65th birthday) and add these dates to the spreadsheet.
- Highlight and make notes of individuals that will be retiring in a short period. Make a note of what team they are in.

On the template provided below:

- Identify any areas where CBSA may be impacted as a result of a number of staff retiring in a short period. You should consider both individual departments, areas of cross-functionality and senior management.
- Evaluate and review the following:
 - Identifying business continuity issues (e.g., skills deficit or stakeholder relationship issues).
 - Calculating outstanding leave entitlements.
 - Evaluating the role and its ongoing viability to determine staff replacement issues if required.
 - Two [2] other points are to be included in the plan.
- For each step, describe the actions to be taken as part of that step.
- For each step, assign a lead time ahead of retirement (e.g., six months before the retirement date).


Assessor Instructions:

The student must demonstrate that they can:

- Review workforce data for predicted numbers of people retiring and make necessary plans.
- Understand basic mathematical calculations to review and manipulate workforce data.
- Use systematic processes to gather and analyse the data needed to make decisions that affect the organisation.

Example of completed **Staff Retirement Data Spreadsheet Appendix A- Assessor Only**

Responses must be consistent with the following.

 Staff Retirement Data	Timeline	Action to be taken
Identify any areas where CBSA may be impacted as a result of some staff retiring in a short period. [You should consider individual departments, cross-functionality and senior management.]	n/a	This may include: <ul style="list-style-type: none"> • Two out of three HR team members will retire within a two-year period. • Three members of the governance team retire within two years. • All three training team members are to retire within the next three years.

		<ul style="list-style-type: none"> Senior managers Gavin Stead, Glenda Williams, Henry Thomas and Steve Alfonso will retire within the next six years. Other points may be allowable with a solid numerical rationale to back them up.
When will you confirm the anticipated retirement date?	Six months before retirement is due.	Advise the employee of the anticipated retirement date and ask for their confirmation (or otherwise) that they will be retiring on this date.
Identify business continuity issues [e.g., skills deficit or stakeholder relationship issues].	Three months before retirement is due.	<ul style="list-style-type: none"> Identify any skills, knowledge or business relationship status that may be lost due to the staff member retiring. Plan to address any deficits identified.
When will you calculate outstanding leave entitlements?	One month before retirement is due.	<ul style="list-style-type: none"> Identify the final payment date and amount.
Evaluate the role and its ongoing viability to determine staff replacement issues if required.	Six months (or as soon as retirement is confirmed).	<ul style="list-style-type: none"> Evaluate the current role, its responsibilities and ongoing value to the CBSA business. Identify whether role responsibilities require new hire, restructure or elevation/redeployment of existing CBSA staff members. Plan for recruitment, redeployment or promotion of existing staff members.
Two other points are to be included in the plan.	<ol style="list-style-type: none"> Two months One month Six months 	<p>Other points may include:</p> <ol style="list-style-type: none"> Notify all staff of the anticipated retirement date – two months. Plan leaving an event or further recognition of service – one month. Cost-benefit analysis of replacing retiring staff members versus absorbing the role – six months.

Submission instructions:

- Save the completed Staff Retirement Data spreadsheet as a PDF format and name the file using the following naming convention: BSBHRM529_02_StudentName_yymmdd_Part B Staff Retirement Data Review
- Submit the PDF file together with your assessment.

Part C – Coordinate Separation and Termination of an employee

Task 1 – Employee termination process checklist

Read the following scenario and then complete the tasks that follow.

CBSA employee exit interview

Tracey White has worked as a Business Consultant and Trainer with CBSA for two [2] years. During that time, there has been a lot of growth in the organisation with a need to develop and implement consistent policies and procedures, systems and team structures. Without these in place, the role has been quite challenging.

Despite Tracey's highly valued input and excellent client feedback, her salary has also not changed, with some peers with fewer clients and responsibilities coming in on higher rates of pay.

Based on this, Tracey has decided to leave CBSA. She has secured a comparable role for a 5% higher rate of pay with an organisation that has all the systems and processes she needs to do her job already in place.

Tracey has formally submitted her resignation through her direct manager and has given the required two [2] weeks' notice.


You will need to create an **Employee Termination Checklist** to ensure Tracey's termination is completed according to legal requirements and organisational policies and procedures.

- Use the template below to list the six [6] basic steps required to execute an appropriate termination process for Tracey and describe what you will do for each step.

[Approximate word count: 250 words]

Assessor Instructions:

The student's response must be consistent with the following.

 Employee termination checklist	
Item	What will I do?
Pre-termination	I will check that Tracey's termination doesn't breach unfair dismissal laws or industrial agreements that apply.
Written confirmation	I will confirm that Tracey has provided written notice of her resignation and formally acknowledge an employee's resignation in writing. The acknowledgement letter should state the employee's last day of work.

<p>Entitlements</p>	<p>I will check Tracey's contract, and relevant award or agreement obligations are being met and ensure all entitlements are received –</p> <ul style="list-style-type: none"> • any outstanding wages, bonuses, sales commissions or other remuneration still owing • any pay in lieu of notice of termination • any accrued annual leave and long service leave entitlements • the balance of any time off instead of overtime that the employee has accrued but not yet taken.
<p>Exit interview</p> <ul style="list-style-type: none"> - Invitation, outlining what you will write when you invite Tracey for an Exit Interview via email. - Outline what will be discussed in the meeting 	<p>Invite Tracey to participate in a voluntary exit interview via email. Include the following information:</p> <ul style="list-style-type: none"> • The purpose of an exit interview. • The format of the meeting. • How responses are captured and stored [securely]. • How the data is used. • Tracey's requirements relating to participation in the meeting. <p>In the Interview, explain that the meeting and her responses are confidential and will be used for data collection. Ask questions by completing the Exit Interview Survey Template with Tracey.</p>
<p>Return of company assets</p>	<p>I will check records and ensure Tracey returns the laptop computer, mobile phone, and office security pass.</p> <p>I will check for damage.</p> <p>I will cancel and change passwords and pin codes where needed.</p>
<p>Keep written records</p>	<p>Ensure accurate records are kept for, including:</p> <ul style="list-style-type: none"> • the name of the person who terminated their employment • details of how the termination took place. <p>If necessary, provide written notification to relevant organisations such as superannuation funds, insurers, Centrelink, etc.</p>

Task 2 – Conduct an exit interview

In this task, you are required to conduct a role play with CBSA employee Tracey White to conduct her exit interview.

You will meet with Tracey White to conduct the exit interview in this role play. This must include the following:

- Reminding Tracey of her rights concerning the exit interview and personal data collected and confirming her willingness to participate in the session.
- Run through each section on the **Exit Interview Template** and capture her responses on the document as you go.

Role play instructions

The meeting must include at least two [2] participants, must not exceed ten [10] minutes in duration and must address all requirements listed under Key Observation Criteria.

Key Observation Criteria

During the role-play, you will be required to:

- Record data from exit interviews
- Use appropriate terminology and non-verbal features when consulting others and presenting the information.
- Use open questioning and active listening skills when seeking feedback from others.
- Collaborate with others to achieve outcomes, playing an active role in facilitating understanding of procedures

Participant information

During the role-play, you will demonstrate your skills in interacting with at least one other person. Participants in your role play may be:

1. friends or family members; or
2. Fellow student/s who will play the role of a team member.

Option 1: Friend or family member

Should you complete this task with friends or family members, you must fully brief the participant, providing them with the context of the role play, a role outline to play and the 'Key Observation Criteria' so that they can prepare for the recording.

Each friend or family member participant will need to state their name and the role they are playing at the start of the recording to provide their consent.

Option 2: Fellow student participant

Please contact your fellow students via the Discussion Forum and coordinate your role-play with them directly.

Fellow student participating in the recording must be provided with context to their role and responsibilities in the session and have reviewed the assessment activity with the 'Key Observation Criteria' so that they can prepare for the recording.

Students will need to state their name and the role they are playing at the meeting at the start of the recording to provide consent.

Participants' briefing instructions

Participant 1 (Zane O'Brien role-played by the student)

Prior to the role-play meeting, brief the participant about the requirements of their role.

Before the meeting:

Following the **CBSA Communication Policy** and procedures for meetings, organise what you will say to Tracey, including the following key areas.

You will need to:

- Discuss Tracey's rights with respect to participation in the exit interview process.
- Print or have a copy of the **Exit Interview Template (Appendix 1)** to run through and complete in the meeting.
- Brief your participant based on the role of Tracey outlined below.

During the meeting:

At the meeting with Tracey, you will be required to demonstrate you can use effective communication skills in conducting an exit interview, including:

- Open the meeting by welcoming Tracey and clarifying the reason for the meeting.
- Speaking clearly.
- Using effective non-verbal communication to assist with understanding.
- Using active listening techniques.
- Responding to questions clearly and concisely.
- Complete the Exit Interview template with Tracey, including any comments made.
- Playing an active role in facilitating understanding of exit procedures.

Participant 2 (Tracey White)

The following information is required for the role of Tracey.

Tracey White has worked as a Business Consultant and Trainer with CBSA for two [2] years. During that time, there has been a lot of growth in the organisation with a need to develop and implement consistent policies and procedures, systems and team structures. Without these in place, the role has been quite challenging.

Despite Tracey's highly valued input and excellent client feedback, her salary has also not changed, with some peers with fewer clients and responsibilities coming in on higher rates of pay.

Based on this, Tracey has decided to leave CBSA. She has secured a comparable role for a 5% higher rate of pay with an organisation that has all the systems and processes she needs to do her job already in place.

Tracey has formally submitted her resignation through her direct manager and has given the required two [2] weeks' notice.

Tracey's specific details include the following:

- **Name:** Tracey White
- **Approval to record name:** Not provided [Is happy to complete an exit interview but does not want her details captured in this process.]
- **Reason for leaving:** Resignation [see details in the scenario above]
- **What might have encouraged you to stay:** There were a lot of gaps in support to perform the role, and I felt overlooked, unsupported and undervalued.
- **How do you feel about your manager's management:** He could not provide the tools I needed to do my job and did not acknowledge my contributions publicly or privately.
- **What you enjoyed most about working at CBSA:** I got on well with my team, and the organisation's fast growth was exciting.
- **What you enjoyed least:** Did not always have the tools to do the job properly, was not supported or acknowledged and was not paid fairly for the work I did/ poor pay equity across the team.

Recording instructions

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

Consent to participate in the recording must be captured for all participant/s at the start of the meeting. This is achieved by the student reading the following statement at the start of the recording, followed by all participants replying with their names and the roles they are playing to provide their consent.

"This session is being recorded for assessment purposes for my course with Colab. This session will be recorded and submitted through my course online learning platform to my Assessor for grading. All participant/s in this session indicate their consent to be included in this recording by stating their name and the role they are going to play."

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

Save the video recording using the following naming convention: BSBHRM529_02_StudentName_yymmdd_Part C_Role Play.

Save Tracey's Exit Interview Survey in PDF format using the following convention: BSBHRM529_02_StudentName_yymmdd_Part C_Tracey's Exit Interview

Include this recording and PDF as part of your assessment submission.

Assessor Instructions:

The student must demonstrate that they can:

- Record depersonalised data from exit interviews using the Exit Interview Template.
- Use appropriate terminology and non-verbal features when consulting others and presenting the information.
- Use open questioning and active listening skills when seeking feedback from others.
- Collaborate with others to achieve outcomes, playing an active role in facilitating understanding of procedures.

Use the following Observation Checklist to record your observations while you watch the video. Where all criteria are demonstrated, write a general comment in the Student Assessment Feedback Form. Where one or more criteria are not demonstrated to a satisfactory standard, make a specific comment for each criterion requiring re-submission, including constructive feedback in the Student Assessment Feedback Form.

Observation Checklist: <i>(to be completed by the Assessor)</i>	
Use this checklist while reviewing the recorded role play:	
Did the student...	Satisfactory/Not Yet Satisfactory
Open the meeting by: <ul style="list-style-type: none">• welcoming Tracey• outlining the reason for the meeting. <p>The student must open the meeting by introducing themselves, welcoming Tracey verbally, and describing the purpose of the</p>	<input type="checkbox"/> Satisfactory <input type="checkbox"/> Not Yet Satisfactory

meeting to complete an exit interview questionnaire.	
<p>Address all points on the checklist template. The student must address the following key points:</p> <ul style="list-style-type: none"> • filling in detail for each area of the exit interview • include comments where comments are made 	<input type="checkbox"/> Satisfactory <input type="checkbox"/> Not Yet Satisfactory
<p>Remind Tracey of her rights with respect to the exit interview. The student must address the following critical point:</p> <ul style="list-style-type: none"> • Participation is voluntary. • Personal data will be protected and deidentified before analysis. 	<input type="checkbox"/> Satisfactory <input type="checkbox"/> Not Yet Satisfactory
<p>Use appropriate terminology and non-verbal features. The student must demonstrate effective oral communication by</p> <ul style="list-style-type: none"> • Using appropriate terminology and language. • Use questioning and active listening techniques, i.e. • Asking open-ended and follow-up questions. • Using non-verbal languages such as nodding and eye contact. 	<input type="checkbox"/> Satisfactory <input type="checkbox"/> Not Yet Satisfactory
<p>Collaborate with others to achieve outcomes. The student must demonstrate effective collaboration by</p> <ul style="list-style-type: none"> • Clearly explaining each step in each procedure. • Checking for understanding • Providing the opportunity to ask questions. 	<input type="checkbox"/> Satisfactory <input type="checkbox"/> Not Yet Satisfactory
<p>Facilitate understanding of procedures. The student must demonstrate effective facilitation of procedures by:</p> <ul style="list-style-type: none"> • Looking for non-verbal cues that suggest confusion or a lack of understanding. • Paraphrasing and asking follow-up questions. 	<input type="checkbox"/> Satisfactory <input type="checkbox"/> Not Yet Satisfactory
Follow the CBSA Communication Policy and procedures for meetings.	<input type="checkbox"/> Satisfactory <input type="checkbox"/> Not Yet Satisfactory

The student must follow the CBSA Communication policy and procedures on meetings to organise and conduct their meeting.	
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Task 3 – Evaluate exit interview data and procedure

Your next task is to update and review the CBSA Exit Interview Data Spreadsheet to include Tracey’s responses and comments and update the calculations for analysis.

On the Excel Spreadsheet:

Update the **Exit Interview Data Spreadsheet (Appendix 4)** to include data collected during Tracey White’s exit interview. Please include:

- Tracey’s depersonalised responses to each question and statement are in column N [E#34].
- Tracey’s comments under each section (where appropriate).
- Calculate the total for each element listed (column O: **SUM out of 13**) and the percentage of replies (column P: **PERCENT of Replies**) using the total divided by the number of applicants for the following sections:
 - Reasons for leaving
 - What may have encouraged you to stay
 - What did you like most about CBSA
 - What did you like least about CBSA
- Calculate the average rating (column O: **AVERAGE RATING**) for each entry in the following section:
 - My manager (statements)

Assessor Instructions:

See the completed **Exit Interview Data Spreadsheet Assessor Guide** to check entries and calculations.

The student must update the following information and submit this spreadsheet:

- Capturing Tracey White’s Exit Interview data in column N [E#34].
- Calculating the total and percent of replies for the following sections:
 - Reasons for leaving
 - What may have encouraged you to stay
 - What did you like most about CBSA
 - What did you like least about CBSA
- Calculating the average rating for the My manager (statements) section.

In completing this, the student must demonstrate they can:

- Record and depersonalise data from exit interviews.
- Understand and apply basic mathematic calculations to determine workforce data.
- Use systematic processes to gather the data needed to make decisions that affect the organisation.

On the following template:

Review and evaluate the data for the 13 collected exit interviews and answer the questions in **the Exit Interview Data Report** provided below using the updated Exit Interview Data spreadsheet.

[Approximate words: 250 words]


Assessor Instructions:

The student must demonstrate that they can:

- Review and evaluate separation and termination procedures and suggest improvements.
- Establish trends and patterns and suggest improvements across the organisation according to data from exit interviews.
- Monitor adherence to organisational policies and procedures.
- Use systematic processes to analyse the data needed to make decisions that affect the organisation.
- Use consultation and analytical thinking to decide on improvements to work practices and processes.

Exemplar responses for the Report are below.

There may be some variation in these results based on the student's Exit Interview with Tracey White. However, their answers below must reflect their Exit Interview Data spreadsheet.

 Exit Interview Data Report
Identify the top issue in the following sections of the data:
Reason for leaving:
54% identified higher pay as a reason for going.
What you liked the least about CBSA:
69% identified a lack of personal development as the least they liked at CBSA.
My manager [statement]: [i.e., the lowest average score]
My manager supported employee development and received an average score of 2 = Disagree.
Identify the top strength in the following section of the data:
My manager [statement]: [i.e., the highest average score]
My manager is open and approachable and received an average score of 2.9 – Agree.
What you liked the most about CBSA:
85% identified my work team as the thing they wanted the most at CBSA.
Identify and discuss one negative pattern or trend identified from the exit interview responses. Discuss potential actions to remedy these areas of concern.
Assessor Instructions: The student must identify and discuss one negative pattern or trend in exit interview responses and suggest an action to remedy it.

Three exemplary responses are provided below. Students only need to provide one issue and one potential remedy in their answers.	
Negative pattern/trend:	Employee development is not being offered
Supporting data:	<p>[Students only need to identify one]</p> <ul style="list-style-type: none"> • My manager supports employee development and had the lowest average rating of 2 = I disagree • 54% of participants identified career opportunities/development as something that may have encouraged them to stay • 0% of participants identified personal development as one of the things they liked about CBSA • 69% of participants identified personal development as one of the things they liked least about CBSA
Possible remedy:	<p>[students only need to identify one]</p> <ul style="list-style-type: none"> • Implement an employee development program • Identify career opportunities for key talent • Work with managers to create opportunities to develop/upskill their teams
Negative pattern/trend:	Employees feel the pay is low.
Supporting data:	<p>[Students only need to identify one]</p> <ul style="list-style-type: none"> • 54% of people indicated "higher pay" as a reason for leaving • 38% of participants indicated that higher pay may have encouraged them to stay • 31% of participants identified their salary as one of the things they liked least about CBSA
Possible remedy:	<p>[Students only need to identify one]</p> <ul style="list-style-type: none"> • Review salaries against benchmarks • Undertake a merit-based salary review process
Negative pattern/trend:	Conflict with Con Kafatos
Supporting data:	2 out of 13 participants specifically identified Con Kafatos as a reason for leaving (see comments)
Possible remedy:	<p>[students only need to identify one]</p> <ul style="list-style-type: none"> • Investigate whether the criticism is warranted/valid. • Speak with Con to identify whether there is room for improvement/professional development.

Submission instructions:

- Save the Exit Interview Data Spreadsheet in PDF format using the following convention:
BSBHRM529_02_StudentName_yymmdd_Part C_ Exit Interview Data Spreadsheet

Part D – Redundancy, redeployment and outplacement

Task 1 – Coordinate Redundancy, Redevelopment and Outplacement plans

For this task, read the following scenario and complete the tasks that follow.

Zane has been assigned the task of coordinating a Redundancy, Redevelopment and Outplacement Plan for the following team:

CBSA has had a new sales department for two years. Unfortunately, consistent reviews of the Department are displaying it is not working as planned. The Department was set up to increase sales of CBSA's consulting services by 10% each year. CBSA management has become increasingly concerned the target has not been reached in either of the two years that the Department has been in operation.

A decision has been made to close down the Department and make the four positions in it redundant. The affected employees are:

- Business Development Manager – Sarah Rose – a redeployment opportunity is available in another managerial position in a similar department within CBSA as the Team Leader of the Customer Sales Team.
- Account Manager – Paul Hook – CBSA has no redeployment opportunities but can offer an outplacement program according to Policy.
- Admin Assistant x 2 – Stefano Giraz & Meadow Moore – CBSA has no redeployment opportunities but can offer an outplacement program according to Policy.

The team will be given a general email advising of the decision and the outcomes of that decision. As well as advising that individual letters will be delivered to each employee describing their personal Redundancy Plan and an invite to a meeting to discuss their options.

Complete the following template to assist in coordinating the Sales team's redundancy, redeployment and outplacement, according to the **CBSA Redundancy/Redevelopment Policy & Procedure**.

[Approximate word count: 350 words]

Assessor Instructions:

The student must demonstrate that they can:

- coordinate management of redundancies and redeployment, and provide relevant information about processes
- provide outplacement or other assistance according to organisational policies and legal requirements
- communicate effectively with employees to ensure they know their rights and responsibilities.

Assessor Instructions: The student's response must be consistent with the following.

Step 1: Communicate changes to the employees	<ul style="list-style-type: none">• A general email to the team to explain the redundancy decision and what will happen next.
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<p>How will the employees be informed about changes within the business that will affect their working arrangements?</p> <p>What will need to be communicated to the employees? Include what you will write as the reason the decision was made.</p>	<ul style="list-style-type: none"> - Consistent reviews of the Department display that it is not working as planned. The Department was set up to increase sales of CBSA's consulting services by 10% each year. CBSA management has become increasingly concerned that this target has not been reached in either of the two years that the Department has been in operation and has decided to close the Department down. - The email will advise on how the redeployment process will be implemented • The email will inform that individual letters will be delivered to each employee to arrange a meeting to discuss redundancy, possible redeployment and outplacement opportunities.
<p>Step 2A: Find out about notice periods and redundancy entitlements</p> <p>Determine the minimum termination notice and redundancy pay entitlements for the affected employees.</p> <p>What else will need to be considered?</p>	<p>All employees have been there for two years -</p> <p>Notice of termination = 2 weeks Redundancy entitlement = 6 weeks' pay</p> <p>Any other entitlements such as;</p> <ul style="list-style-type: none"> • incentives and bonuses • loadings • allowances • overtime or penalty rates • periods of unpaid leave • any other amounts identified as separate payments for the employee.
<p>Step 2B: What can CBSA offer each employee in terms of future employment in their Redundancy Plan?</p> <p>Outline what redundancy plan is on offer for each affected employee.</p>	<ol style="list-style-type: none"> 1. Business Development Manager – Sarah Rose – a redeployment opportunity is available as a Team Leader of the Custom Sales Team within CBSA. She could opt for CBSA's outplacement program if she is not interested in the new role. 2. Account Manager – Paul Hook– CBSA has no redeployment opportunities; offer the CBSA outplacement program according to Policy. 3. Admin Assistant – Stefano Giraz – CBSA has no redeployment opportunities; offer the CBSA outplacement program according to Policy. 4. Admin Assistant – Meadow Moore – CBSA has no redeployment; offer the CBSA outplacement program according to Policy.
<p>Step 3: Letter of termination of employment</p> <p>Outline what the letter of termination should specify.</p>	<p>The letter of termination should specify the following:</p> <ul style="list-style-type: none"> • the reason for the termination of the employee's employment • the notice period and whether the employee will be paid in lieu of notice • the date of the employee's last day of work • details of the employee's redundancy pay entitlements

	<ul style="list-style-type: none"> • any other entitlements to be paid (like annual leave and long service leave), and • that redundancy pay will usually result in waiting periods for any applicable Centrelink payments. • any redeployment opportunities • any outplacement opportunities • Invite staff members to a meeting and provide sufficient notice for this meeting. • Invite the employee to bring a support person to the meeting for emotional support, not as an advocate.
<p>Step 4: Meet with the employee to provide notice of termination</p>	<p>Meet/consult with the affected employee to advise that their role is no longer necessary. At this meeting:</p> <ul style="list-style-type: none"> • Advise the operational or business changes that have led to this decision. • Discuss actions and steps to be taken as part of this process • Provide the employee with the opportunity to make suggestions about the process. • If relevant, explore options for redeployment to another position or another part of the business. • Explore CBSA Outplacement opportunity.

Task 2 – Develop and inform about a Redundancy Plan

In this task, you must write a **Termination Letter** outlining the employee’s Redundancy Plan, which will be couriered to their address. The details you need for the employee are as follows.

Termination Letter Brief for Sarah Rose

- Business Development Manager – Sarah Rose
- Address - 29 Fairy Crescent, Fictional Way, NSW, 2000.
- Is being offered a redeployment opportunity in a similar role within CBSA. – Team Leader of the Customer Sales team/
- Final day if doesn't take redeployment opportunity - 23 July 2023
- Meeting with CBSA Representative is to be arranged for Monday, 27 January, at 11 am in Room 2A, Level 1.

Complete the following letter template using the CBSA Redundancy/Redeployment Policy & Procedure.

You are required to outline their redundancy plan, including their rights and responsibilities regarding the meeting.

[Approximate word count: 170 words]

Assessor Instructions:

The student must demonstrate that they can:

- facilitate the development of a redundancy or redeployment plan
- coordinate management of redundancies and redeployment, and provide relevant information about processes
- provide outplacement or other assistance according to organisational policies and legal requirements
- communicate effectively with employees to ensure they know their rights and responsibilities.

Assessor Instructions: The student's response must be consistent with the following.



4 July 2023

Private and confidential

<Sarah Rose>

<29 Fairy Crescent, Fictional Way, NSW, 2000>

Dear <Sarah>

Termination of your employment by reason of redundancy

This letter aims to confirm the outcome of a recent review by <CBSA> [the employer] of its operational requirements and what this means for you.

As a result of < consistent reviews displaying the Department not reaching the anticipated goal to increase sales of CBSA's consulting services by 10% each year, CBSA has decided to close it down>, the position of <Business Development Manager> is no longer needed. Regrettably, this means your employment will terminate. This decision is not a reflection of your performance.

The employer has made the following attempts to find you an alternative position within the enterprise and any associated entities < - a redeployment opportunity is available in another managerial position in a similar department within CBSA. The position is Team Leader of the Customer Sales team.>.

If you decide not to take the offered position, the following will apply.

Notice

Based on your length of service, your notice period is <2 [two]> weeks. Therefore, your employment will end on < 23 July 2023.>.

Redundancy pay

Due to your employment ending because of redundancy, you will be paid redundancy pay of <6 [six]> weeks' pay in accordance with National Employment Standards. This amount is based on your <2 [two]> years of service.

Payment is calculated on the base pay rate for the employee's ordinary hours. It does not include the following:

You will also be paid any of the following that applies to you:

- incentives and bonuses
- loadings
- allowances
- overtime or penalty rates
- periods of unpaid leave
- any other amounts identified as separate payments for the employee.

You may seek information about minimum terms and conditions of employment from <the Fair Work Ombudsman. If you wish to contact them, you can call 13 13 94 or visit their website at fairwork.gov.au>

Outplacement program

CBSA offers career counselling or outplacement to all staff as part of our Redundancy Plan.

CBSA provides paid access to your chosen support route for a period of time as agreed between CBSA and the employee.

Meeting Invitation to discuss options

I invite you to attend a meeting with a CBSA HR Representative to discuss any questions you might have and the options described above. The meeting details are as follows:

Monday 27 January at 11 am.

Room 2A, Level 1.

You are welcome to bring a Support Person for emotional support at the meeting.

We thank you for your valuable contribution during your employment with us. We look forward to discussing your options at the meeting.

Yours sincerely,

Zane O Brian

CBSA HR Representative

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222

www.cbsa.com.au

PLEASE KEEP A COPY OF THIS LETTER FOR YOUR RECORDS

Assessment checklist

Students must have completed all activities within this assessment before submitting.

This includes:

Part A: Develop Separation and Termination Procedures		
1	Separation and Termination Policies and Procedures Report	<input type="checkbox"/>
2	Seek feedback on draft procedures	
	- Part A – Feedback Form	<input type="checkbox"/>
	- Part B – Update Task 1 Report	<input type="checkbox"/>
3	Communicate Procedures and Training	<input type="checkbox"/>
Part B: Review Data and Plan for Staff Retirements		
1	Staff Retirement Data Review	<input type="checkbox"/>
Part C: Coordinate Staff Exit Interviews		
1	Prepare a Separation Checklist	<input type="checkbox"/>
2	Conduct an exit interview – role play	<input type="checkbox"/>
	Complete Exit Interview Template – form	<input type="checkbox"/>
3	Update Exit Interview Data Spreadsheet	<input type="checkbox"/>
	Review and analyse exit interview data – Report	<input type="checkbox"/>
Part D: Redundancy, redeployment and outplacement		
1	Coordinate Redundancy, Redeployment and Outplacement plans	<input type="checkbox"/>
2	Develop a Redundancy Plan	<input type="checkbox"/>

Congratulations, you have reached the end of Assessment 2!

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