

ASSESSMENT 1 – WRITTEN QUESTIONS AND ANSWERS

Please complete student details below:

Assessor to ensure the details are completed.

Student Name:	
Student ID No:	
Assessment Date:	

STUDENT INSTRUCTIONS:

This is a written assessment that will test your knowledge. This assessment may be completed over the duration of the training day or in one sitting of about 20-30 minutes. As you learn, practice and review knowledge and skills, you will keep Assessment 1 in front of you and answer the questions as the information becomes clear to you. At the beginning of each review session you will be given a few minutes to familiarise yourself with the questions. You will be given extra time at the end of the day to complete this assessment or to clarify facts with the Trainer/Assessor.

Make sure you:

- Answer all questions
- Print clearly
- Use a blue or black pen. Assessments written in pencil will not be accepted.
- Ask your assessor if you do not understand a question. Whist your assessor cannot tell you the answer, he/she may be able to re-word the question for you
- Do not talk to your classmates. If you are caught discussion the answers you will be asked to leave and your assessment will not be marked.
- Do not cheat. Anyone caught cheating will automatically be marked Not Competent for this unit. There are NO EXCEPTIONS to this rule.

Questions
<p>1. List three resources that you would consider prior to developing an Operational Plan that meets Organisation’s Goals and Objectives.</p>
Empty space for student answer

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2. List three relevant personnel, colleagues and specialist resource managers that you may include to consult while developing your operational plan.

Blank space for answer to question 2.

3. List two types of Consultation Process that you may implement to consult with relevant personnel , colleagues and specialist resource managers for operational planning process

Blank space for answer to question 3.

4. What do you understand by the term 'Key Performance Indicators'?

Blank space for answer to question 4.

5. List three important organisational policies, practices and procedures that you would include while preparing operational plan to ensure organisation's goals and objectives are been considered

6. What finance, credit facilities or trading terms will you need?

7. Using the template provided at the end of the assessment task write up a draft position description for any chosen type of position for an organisation of your choice. You can also use your own workplace/organisation.

Position Description Template

Position Title:

Position Purpose:

Reporting to:

Award/Agreement conditions:

Salary level and range:

Commencement date:

Contract review:

Probation period:

Performance appraisal:

Key responsibility areas:

- 1.
- 2.
- 3.
- 4.

Position duties:

- 1.
- 2.
- 3.
- 4.

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5.	
6.	
7.	
8.	
Key selection criteria:	
1.	
2.	
3.	
4.	
5.	
6.	

END OF WRITTEN ASSESSMENT

Before you hand in your written assessment, make sure that you:

1. Re-check your answers and make sure you are happy with your responses.
2. Have written your Name, Student ID, on the first page and signed the student declaration below.
3. If you are submitting this assessment as a separate attachment, please attached an Assessment Submission Sheet available from the Student Administration or the CAC intranet.

<p>Student Declaration: I declare that the work submitted is my own, and has not been copied or plagiarised from any person or source.</p>	<p>Signature: _____</p> <p>Date: ____/____/____</p>
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Result: Satisfactory (S) / Not Satisfactory (NS)

Assessor's Feedback

ASSESSMENT 2 – WRITTEN REPORT

Scenario Analysis

This information is to be handed to each student to outline the assessment requirements

For this assessment, Students are required to write a report by answering the questions specific to each scenario given below. There are 16 scenarios given to the students and they have to analyse each scenario and write a report by answering questions followed by the scenarios. Students are allocated with a weeks' time to complete this assessment.

Scenario

Scenario 1

1. Kevin (Masseuse): undertake performance review

Kevin has been with your therapeutic massage business for 5 years, in fact he was with the business when you bought it twelve months ago. You intend to establish annual performance reviews of all staff and have made an appointment to meet with Kevin in 5 days to discuss his performance.

Kevin has responded stiffly to your request for a meeting and has spluttered remarks about never having had to do this before with the previous owners. He is now avoiding you in the workplace and only when pressed responds to you in clipped speech.

Given this response from Kevin how will you approach his performance review?

- a) Arrange to hold the meeting in a comfortable space such as a local café.
b) Drop hints to Kevin that you think he is doing a great job
c) Meet Kevin at the appointed time as you want to treat staff equally
d) Other

Choose the approach you will take and list the advantages and disadvantages of this approach.

50 WORDS MIN.

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Scenario 2

2. Shirley (Masseuse): advise where there is poor performance and undertake necessary actions

Shirley has been working for you for three months. She has been arriving late regularly but has justified this by working later. Her customers are starting to comment on delays to their appointments commencement and completion. You are unsure about the quality of her service as you have been very busy and have not checked for comments from customers or staff.

What actions would you take?

- a) Speak to Shirley informally in a coffee break about her late arrival
- b) Survey Shirley's customers to get feedback on her service
- c) Give Shirley a written warning about her tardiness
- d) Other.....

Why have you chosen this action and what would be the likely consequences of this action on Shirley's performance?

[Empty response area for the scenario question]

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Scenario 3

3. **Maurice (Finance Officer): monitor and evaluate performance on a continuous basis**

Your business has a finance officer to look after the invoicing, paying the bills, looking after payroll and your tax obligations. You do not understand the ‘ins and outs’ of the accounts and rely heavily on Maurice your finance officer to look after this side of the business. On an annual basis your Accountant audits the books and finalises your end of year reports. You are unsure of what Maurice actually does in his office and feel unable to evaluate both his workload and performance.

What actions can help you both monitor and evaluate Maurice’s performance?

- a) Engage your Accountant to meet with Maurice on a monthly basis
- b) Establish key result areas with Maurice and receive reports against these KRA
- c) Ask Maurice to complete a weekly time sheet that shows the tasks he has undertaken
- d) Other.....

What would be the best action to take? What could be the advantages and disadvantages of this action?

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Scenario 4

4. Jackson (Store Supervisor): train in the performance management process

After 10 years working for Build It Fix It Jackson has recently been promoted to the position of Store Supervisor. While Jackson has participated in his own annual performance reviews as an employee he will now be responsible for the performance review of his subordinates.

What would be the key principle that you would need to ensure that Jackson applied in performance reviews?

- a) Fairness
- b) Justice
- c) Truthfulness
- d) Other.....

Explain why you have chosen this principle:

Large empty rectangular box for writing the explanation.

Scenario 5

5. **Rollo (Salesperson): Mentoring/Coaching**

Build It Fix It has a tradition of “growing up” the staff to ensure that those who reach senior positions have experience from the ground up. In order to achieve this all staff are to have the opportunity to develop their skills and knowledge on the job. Rollo has been with the store for 12 months and has displayed enthusiasm and initiative in his role as sales person. You are the Store Supervisor and have been asked to develop a learning program for Rollo to develop the skills and experience to be Assistant Store Supervisor.

Which of these methods would you use in your learning program?

1. Establish yourself as Rollo’s mentor
2. Engage an external coach to provide regular training sessions for Rollo in work hours
3. Send Rollo to an external evening course on supervision
4. Other.....

What benefits will this learning method bring to Rollo’s learning?

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Scenario 6

6. **Geoffrey (Salesperson): Develop and agree performance indicators**

Geoffrey is new to your sales department and has previously worked for companies that paid a commission on sales. Your store does not do this and Geoffrey is finding it difficult to understand how to work to goals that do not translate into additional payments. You need to work with Geoffrey to establish performance indicators.

Do you:

- a) Show Geoffrey the sales target of your department and give him an equal share as a performance indicator
- b) Identify Geoffrey's strengths that can contribute to the sales target and set performance indicators as part of the team performance
- c) Pair Geoffrey with another sales person and give them joint targets as performance indicators
- d) Other.....

Why would Geoffrey agree with this method in developing his performance indicators?

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Scenario 7

7. Margret (Salesperson): undertake performance review

It is Tuesday morning and you have a performance review with Margret at 10am. You are generally happy with her work but have had some concerns regarding her ability to work with the rest of the team. She seems to be becoming more of a loner, taking breaks by herself and avoiding attendance at social occasions. Whilst this is not affecting her work it is starting to affect the team morale which is important in small workplaces.

At the performance review you:

- a) Raise the issue of team work first as you like to get anything that may be unpleasant up front.
- b) Praise her work performance before raising the issue of team work.
- c) Ask her if she has any issues she would like to raise before you commence the performance review.
- d) Other.....

What impact do you think this will have on the outcomes of the performance review meeting?

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Scenario 8

8. George (Warehouse Supervisor): Mentoring/Coaching

Part of George's role as Warehouse Supervisor is to mentor Robin the person responsible for Faulty Warehouse. George was previously in this role and hated it. He is unsure how to be a mentor, particularly when he has no enthusiasm for the role Robin is undertaking. He has asked you for some tips on how to mentor Robin in a positive manner.

You tell him to:

- a) Fake his enthusiasm for the job and hope that this rubs off on Robin
- b) Tell Robin he hated the job but if Robin sticks it out he could get a promotion into the sales team.
- c) Train Robin to do the job well and hope that he will gain satisfaction from this
- d) Other.....

Why did you select this option?

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Scenario 9

9. **Robin (Faulty Warehouse): Confirm performance standards, code of conduct and work outputs**

As Warehouse Supervisor you need to ensure that Robin (Faulty Warehouse) understands the BIFI code of conduct and performance standards of the warehouse. Part of these performance standards include specific levels of weekly work outputs that include sending faulty stock to suppliers and receiving repaired stock for customers. As this work is often delayed and customers are already feeling aggrieved that their purchase is faulty it is extremely important that Robin follows procedures and works with the sales department to meet customer service standards.

To make sure that Robin maintains these standards and outputs you:

- a) Put a flow chart of procedures and work out put target graphs on the wall above Robin's computer
- b) Talk to Robin about the procedures and standards and then let him learn by his own mistakes on the job
- c) Regularly meet with Robin to talk about standards and outputs
- d) Other.....

Why have you chosen this action and what do you think will be the long term outcomes of your action?

Scenario 10

10. Kim (Casual Sales): on the job coaching to improve performance and confirm excellence

Your sales department is keen to provide excellence in customer service and this includes the casual staff who work on Friday nights and the weekend. Kim is a young person who is enthusiastic but has difficulty in remembering where products are in the store. She often does not seek help from experienced staff as she is over eager to help. You need to provide on the job coaching to help her learn the location of products to provide excellence in customer service.

You:

- a) Assign her to one aisle each Saturday on a rotating basis
- b) Teach her to look at the aisle signs first and then locate the product in the aisle
- c) Give her a map of the store with the products located on the map
- d) Other.....

How will this help Kim to achieve excellence in customer service?

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Scenario 11

11. David (Casual Sales): Provide informal feedback on a regular basis

You are the Store Manager and you are keen to improve your ability to provide regular informal feedback to your staff. Often the busy store means that this feedback is sounds pretty lack lustre and forced. This is particularly so for the casual staff who work a maximum of 15 hours and may not be in the store at the same time as you. You often rely on the comments of other staff to know how they are going. In order to give informal feedback to David who works casually in sales you have decided to use an innovative solution.

You:

- a) Set up a face book page and invite all your staff to provide informal feedback to each other
- b) Start a tweet account for each of your casuals and get them to let you know what is happening in their work day
- c) Organise a buddy system for each casual so that they have someone from the permanent staff to provide informal feedback
- d) Other.....

What are the likely consequences of your choice?

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Scenario 12

12. New Casual- Induction

You are employing a number of new casual staff and need to undertake an induction program with them.

Do you:

- a) Run the induction as a group activity so that the new casuals will meet each other
- b) Induct each new staff member individually face to face as you want to get to know them and believe that they will learn better on their own
- c) Give them the policy and procedure manual to read prior to commencing work and then quiz them over their first week at work
- d) Other.....

What are the advantages and disadvantages of the approach you have taken?

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Scenario 13**13. Counsel individuals who continue to perform below expectations and implement disciplinary processes if necessary**

Rollo has failed to meet his sales targets for the third month in a row. He has continued to be punctual but has left the store right on knock off time every night. All other departments are exceeding their targets each month so it does not seem to be a lack of customers. You have seen him wandering around the store away from his section on a number of occasions.

Do you:

- a) Organise an informal discussion with him in order to find out if anything is happening in his personal life?
- b) Organise a formal meeting with him to discuss his targets and why they are not being met?
- c) Write a formal letter to him identifying the unsatisfactory performance and the steps you wish him to take to rectify the problem.
- d) Other

How will your actions contribute to your decision to terminate his employment?

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Scenario 14

14. **Terminate staff where serious misconduct occurs or ongoing poor performance continues**

David a casual sales assistant has been caught by your store manager pocketing cash at the register. This constitutes grounds for immediate dismissal.

Do you:

- a) Take David into your office and explain to him the consequences of his actions
- b) Escort David to pick up his personal property and see him to the front door
- c) Request your store manager to sack him immediately
- d) Other

Why have you chosen this action?

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Scenario 15

15. Provide support to ensure that team members can competently perform required roles associated with the management of finances

Each of your staff have a responsibility to handle sales and receipts and you want to make sure that they have the knowledge and skills to do so.

Which of the following approaches would you take?

- a) Organise a group session on point of sale after hours
- b) Run individual sessions at the cash register with each staff member
- c) Ask staff to complete a self-assessment of their knowledge and skills
- d) Other

What are the benefits of this approach?

Empty response area for the student to provide answers to the scenario questions.

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