



APEX
Institute of Education

BSB51107 Diploma of Management

BSBMGT502B Manage People Performance

ASSESSMENT 1: Assignment

Student's Name	
Student No	
Student Declaration	I declare that the work submitted is my own. It has not been copied or plagiarised from any other person or source.
Student's Signature	
Date Submitted	

GENERAL INFORMATION ABOUT ASSESSMENT

Please read the following carefully

- Assessments are to be completed according to the instructions provided in the assessment document. Your trainer-assessor will go through the instructions with you.
- Assignments (eg projects) are to be completed at home, in your own time.
- If you are not sure about any aspect of an assessment, ask your trainer/assessor to explain the requirements.
- All parts of each assessment (questions and/or tasks) must be answered unless the individual assessment instructions tell you something different.
- You need to complete, sign and date the front page as an for each Assessment Cover Page and attach it to your assignment.
- All assignments must be typed in 12 point type on A4 paper
- Make sure you keep a photocopy of your assignment before you hand it in.
- All assignments must be your own work – your own words. All quotes from reference sources (eg books and websites) must be acknowledged and listed at the end of your assignment.
- Group or Team Work: In some cases, you will be required to work on a project in small groups, and your trainer will allocate you to a group to work as a team. You may even be allocated a particular role. If you are working as part of a group, you will still be required to submit your assessment individually, and your performance will be assessed on an individual basis. Therefore, you must keep and submit with your assignment a record of the specific contribution you have made to the project, as well as keep notes of team meetings to include in your final submission.
- If you are unable to submit any assignment by the due date, you need to discuss this with your trainer/assessor beforehand and obtain an extension of time.
- If you do not follow the above rules, you may need to be re-assessed or incur a penalty (eg fewer marks).
- Please remind your trainer of any special needs you may have. Where possible reasonable adjustment to the assessment will be made, provided that does not affect the validity of the assessment.
- After you have completed an assessment, your assessor will give you feedback about your performance and tell you whether the result is “satisfactory” or “not satisfactory” (that is, your trainer /assessor considers you need more training and experience).
- If your performance is not satisfactory, you will be advised about any gaps in your knowledge or skills and given an opportunity to be re-assessed.
- If you think the assessment process was flawed, you may appeal against the assessment decision. Please refer to the Resubmission and Re-assessment Policy for more information.
- After you have completed all the assessments for a unit (or group of units in some cases), you will be awarded C (Competent) if the assessor is satisfied you have provided enough appropriate evidence to meet all criteria. If you are unable to meet this requirement, you will receive the result NYC (Not Yet Competent).
- If you are deemed Not Yet Competent by your trainer /assessor and require re-assessment, you will be informed of the process.

BSBMGT502B ASSESSMENT INFORMATION	
You need to complete two assessments for this unit of competency. Details are provided below.	
Assessment Number	Assessment Task
ASSESSMENT 1: Assignment Your trainer will give you this during the first classroom session for this unit of competency, together with any other relevant information required to complete the assessment. You are required to submit the assessment in the last week of class for the unit. Your trainer will tell you the due date during the first classroom session.	This assessment is based on a case study of “International Hotel Group” provided in the additional information section of this assessment
ASSESSMENT 2: Written Exam During the last week of classes for this unit, you will be required to do an exam covering the content of the unit. During the first classroom session for the unit, your trainer will tell you the date of the exam.	This is a closed book 2 hour exam that you will complete in class under your trainer-assessor’s supervision.

Assessment 1 – Project

This assessment project is to be completed in addition to the learning and assessment activities you complete in class. The project is designed to assess the knowledge and skills you have to manage people performance.

If you are not sure about any aspect of the assessment or would like to discuss your particular needs, please speak to your trainer. Your trainer will tell you the date you need to submit your assignment.

All parts of the project will be given to you at the same time. You need to complete all parts and submit them together by the due date. This will be in the last week of classes for the unit.

This project assignment is to be completed using the “**International Hotel Group**” case study. It is included in the “Additional Information” section.

The **checklist and scope of submission** table will identify the records that you are required to prepare and submit (as a single submission).

Your assignment must be typed (in 12 point type on A4 paper) and attached to the front page of this assessment document, which you need to complete as an Assessment Cover Page.

Make sure you keep a copy of your assignment before you hand it in to your trainer.

Part 1.

 In this part of the Project you are required to allocate work to an individual or group, confirm performance expectations and conduct a risk analysis in relation to the allocated work. This project will be completed on the basis of the case study provided, The International Hotel Group, in the additional information at the end.

Your trainer will divide you all in groups and allocate you to a group to work as a team. You may even be allocated a particular role.

You are required to prepare a report of at least 900 words and include the following:

Task 1

- a) Meet with your team to define the project that will be used for this Assessment Project. You should select one part of business on which to base your project.
- b) Write a description of the project and write a summary of the job roles required to complete the project.
- c) Develop work plans in consultation with team members. Explain how these work plans link with operational plans of the organisation
- d) Allocate work to each team member in a way that is efficient, cost effective and outcome focused. Each person should be in charge of a particular part of the project. Report on how you have done this.
- e) Develop a set of performance standards and performance indicators for each team member.
- f) Meet with team members to discuss performance standards, code of conduct and agree on performance indicators. *(a sample code of conduct is given in the additional information).*

Task 2

- a) Conduct a risk analysis of the project to determine risks that may be faced during the project. *A risk assessment template and matrix has been included in the additional information section.*

Part 1. Checklist and Scope of Submission

Before you hand in part 1, make sure you have completed all the tasks and have included all relevant information. You must demonstrate that you have:

- Met with workgroup to define project
- Defined project and written a summary of roles
- Developed work plans
- Allocated work to team members
- Developed set of performance standards & performance indicators
- Discussed performance standards, performance indicators and Code of Conduct with team
- Conducted a risk analysis of the project

Part 2.

Using the information gathered in part 1 and case study given in the additional information, You are now required to implement a performance appraisal process and assess the performance of individuals within your work group.

You will continue working with your team and prepare a report of at least 900 words and include the following:



Task 1

- a) Design a performance appraisal process to be used in your workgroup that is consistent with your organisation's objectives and policies. Explain how your process is consistent with organisational objectives and policies. *You may wish to refer to the information in the case study provided. You may do this as a group.*
- a) Prepare a training manual for managers and other relevant staff to assist them to monitor performance and identify performance gaps. *You should divide this up between members of the group.*
- b) Run a training session with your team to implement the performance appraisal training you have developed in task 1.b above. *Each person should conduct a part of the training according to the part of the manual they prepared.*



Task 2

- a) Role play a performance appraisal discussion with a team member using the process you have designed. You should take the different roles in turn. Those not doing the role play should observe and comment on the discussion.

- b) Report on the effectiveness and outcomes of the performance review discussion.
- c) Describe the process you will use to monitor and evaluate performance on a continuous basis.

Part 2. Checklist and Scope of Submission

Before you hand in part 2, make sure you have completed all the tasks and have included all relevant information. You must demonstrate that you have:

- Designed or reviewed a performance management process
- Prepared a training manual
- Run a training session
- Role played a performance review discussion
- Reported on the effectiveness of the performance review discussion
- Outlined the process for monitoring and evaluating performance on a continuous basis

Part 3.

Working with your team and using the information gathered you are now required to provide performance feedback to a number of team members and provide two coaching sessions. Prepare a report of at least 800 words.

Task 1

- a) Meet with a team member and provide informal feedback on their progress with work allocated to them. Record your observations of the effectiveness of this discussion.
- b) Follow up this informal discussion with a formal performance management discussion. Use your organisation's performance management process and forms to document performance. *You should take turns in each of the above roles.*

Task 2

- a) Conduct a discussion with a team member to provide feedback in relation to poor performance. Record your observations of the effectiveness of this discussion.
- b) Use your organisation's performance management process and forms to document performance and write and agree on a performance improvement plan.

Task 3

- a) Conduct an on-the-job coaching session to support a team member address a performance problem. Record your observations of the effectiveness of this coaching session.

- b) Conduct an on-the-job coaching session to extend the performance of a high performing team member. Record your observations of the effectiveness of this coaching session.

Each team member should have a turn at on-the-job coaching. You may decide which of the two kinds you do, but should each have a turn at coaching and being coached.

- c) Record your observations of the effectiveness of these coaching sessions and comment on differences in your approach to both of these sessions. Comment on whether including assistance from human resources specialists would have improved the outcomes of your coaching sessions.

Part 3. Checklist and Scope of Submission

Before you hand in part 3, make sure you have completed all the tasks and have included all relevant information. You must demonstrate that you have:

- Provided informal feedback to a team member
- Recorded performance using performance management processes
- Provided feedback on poor performance
- Conducted two coaching sessions
- Recorded observations of the effectiveness of coaching sessions

Part 4.

This part requires you to follow up the performance of team members. Continue with the information gathered in the previous parts and case study given on The International Hotel Group. Prepare a report of at least 600 words and include the following:

Task 1

- a) Follow up on progress of performance improvement plan developed with team members in Part 3 Task 2b. Discuss and record progress. Describe situations in which assistance from human resources specialists would have been (or were) of benefit.

Task 2

- b) Describe the process you will use to provide recognition and continuous feedback for your team members.

Task 3

- a) Role play a discussion with a team member assuming they have continued to perform below expectations. Describe the support services and disciplinary measures you will implement. Explain and justify your disciplinary decisions. *Each person should have a turn while others observe.*
- b) Describe the process you would follow to terminate a staff member for serious misconduct or ongoing poor performance.

Part 4. Checklist and Scope of Submission

Before you hand in part 4, make sure you have completed all the tasks and have included all relevant information. You must demonstrate that you have:

- Followed up on progress of performance improvement plan
- Described requirements for specialist support
- Described the recognition and ongoing feedback process
- Role played and reported on a disciplinary discussion
- Described support services offered
- Described a termination process

Additional Information : Case Study - The International Hotel Group

The International Hotel Group started business with two small boutique style hotels in Melbourne, Australia. The group is owned and financed by a large consortium of international business experts and several large investment companies. It is in a strong financial position for expansion.

Over a period of 15 years it has grown to now comprise a chain of 20 hotels across 5 different countries in the Australasian region. This growth was a result of an acquisition of a small hotel chain and establishment of some new properties, mainly in Australia. The group employs cultural specialists and prides itself on its multicultural expertise that assists with its success in welcoming guests from all regions of the World.

The Group now employs 1000 staff in full time, part time and casual positions.

The Head Office, located in Melbourne, houses the management team for the group.

The group is owned and financed by a large consortium of international business people and several large investment companies. It is in a strong financial position for expansion.

The Head Office, located in Melbourne, houses the management team for the group.

The vision for the Group is to expand geographically to provide a quality boutique alternative in key locations across the Australasian region, whilst maintaining its reputation for exceptional personalised service.

Brief Description of Organisation Structure

The Head Office of The International Hotel Group houses the Chief Operating Officer and the Strategic Management Team, the Chief Financial Officer and the Finance Department (finance officers are allocated a number of hotels to service), The Human Resources Manager and Assistant (the system is devolved with HR representatives in each hotel), The Development Team who manage building contracts and maintenance and The Marketing and Sales Team (a team of 15 culturally capable managers and staff) and the frontline management team that form the main liaison team of the company. Marketing and sales staff are constantly travelling to visit the Hotel Groups and may be seconded to a hotel or country for 6 months in the period leading up to acquisition or commissioning of a new hotel.

The majority of staff employed by the Hotel Group are located in the hotels. This includes Manager and Deputy Manager, Hotel Coordinator and Administrator/Events manager, Restaurant Manager and all the staff who cook, clean and wait in the hotel.

Key Organisational Goals

The key organisational goals for the next five years are to:

1. Increase the number of properties by 15% over the next 5 years
2. Break into new markets e.g. new international regions
3. Expand into the larger hotel market
4. Maintain quality service reputation during expansion
5. Attract & retain high quality, experienced staff
6. Ensure all facilities are maintained to world class standards
7. Provide a unique hotel experience for all guests

Strategic Business Objectives

1. The Hotel Group will focus on growing their reputation for quality service and improving whole 'hotel experience' for the customer
2. The Hotel Group will have demonstrated recognition as the specialist in the boutique hotel business
3. The Hotel Group will implement design strategies to ensure consistency of experience across the hotel chain
4. The Hotel Group will introduce a segmented approach to marketing to appeal to higher income and medium income markets with the main focus on the higher income.
5. The Hotel Group will develop and implement a direct marketing plan to update their marketing approach.
6. Strengthen the regular customer base by developing customer retention and loyalty strategies.
7. Be recognised as an employer of choice with the capacity to attract and retain the highest quality staff in the industry.

Organisational Values Statements

1. Team work is the key to success.
2. Customer service is what we do best!
3. We endeavour to show respect to all people, be supportive of our co-workers and work towards achieving the organisational goals.
4. We are all in this together and focussed on being the best chain of boutique hotels in the world!
5. We value clear communication and the right to express our opinions in a polite and pleasant manner and we extend this right to others.
6. We endeavour to support others by observing all appropriate legislation and guidelines and ensure that our hotels are safe environments.

Plans for Immediate Future

The Hotel Group is investigating expansion into new regions, possibly Pacific Island Region, New Zealand and Indonesia/Malaysia. Preliminary evaluation of marketing opportunities has identified the Pacific and New Zealand regions as promising areas for further expansion in the next 12 months.

The Hotel Group is also planning to value add to its Hotel experience by establishing expertise for events management, in particular conference facilities for small- medium size conferences. This is currently not a core competence of the Group.

Executive Team

The focus of this team for the next 12 months will be to develop and implement the operational plans to support the key organisational goals and strategic business objectives.

Finance Department

The focus of this team for the next 12 months will be to standardise financial management processes across all properties within the Group.

Human Resources

The focus of this team for the next 12 months will be to attract & retain high quality, experienced staff and to build capability across the Group in events management.

Development

The focus of this team for the next 12 months will be to maintain existing properties whilst supporting the expansion into new properties and to implement design strategies to ensure consistency of experience across the hotel chain

Marketing and Sales

The focus of this team for the next 12 months will be to introduce a segmented approach to marketing to appeal to higher income and medium income markets, develop and implement a direct marketing plan and to introduce a customer retention and loyalty strategy.

Frontline Management

The focus of this team for the next 12 months will be to maintain quality service reputation, provide a unique hotel experience for all guests

Observations about staff

Traditionally the Hotel Group has been able to attract and retain quality staff at an acceptable level. However, recently turnover has increased in the finance department and in frontline managers across the Group. The Group has a strong culture of internal promotion, however because some properties have not fully implemented key training programs or the performance management system there is a shortage of staff ready to move into vacant frontline management positions.

The employment market is currently highly competitive and the Hotel Group is for the first time experiencing difficulty in attracting the quality of staff they require.

The new emphasis on conferencing and events will also mean a need for enhancement of these specialist skill sets and a shift in the culture of the Group towards a more corporate identity whilst maintaining the personalised service ethos.

Management practices differ from property to property and HR have identified the need to standardise staffing practices, particularly in relation to recruitment and selection and performance management practices.

Despite the fact that the Group has experienced rapid growth accompanied by a focus on continuous improvement, many of the staff in the more established properties are resistant to change and prefer to use the processes established within their own hotel management team.

Performance Management Policy

Policy Statement

The work performance of all employees is to be reviewed regularly. This review should comprise regular informal feedback from the employee's immediate supervisor and a formal performance review conducted annually.

Policy Objective

Conducting regular reviews of work performance will achieve the following results:

- Employees will clearly understand what is expected of them and how their performance is viewed by their immediate supervisor
- Employees will be encouraged to reach their full work potential within realistic time frames
- Managers and supervisors will develop, implement and maintain equitable and realistic performance standards in their work areas
- Supervisors and managers will have the opportunity to manage poor performance

Procedures

- All employees are encouraged to discuss their job performance and goals on an informal basis with their immediate supervisor and to conduct interim performance reviews on an as-needed basis, preferably half yearly.
- Performance reviews are formally scheduled every 12 months as part of the business planning process
- Performance reviews must also be conducted prior to a transfer, relocation, promotion, re-assignment or salary adjustment and must accompany all salary changes.
- Performance standards should be documented using the **Performance Management Form**.
- Performance feedback must be clear, supportive, and focus on employee development.
- Employee Development Plans should be compiled at the end of the performance review, and progress monitored regularly.
- Performance problems should be addressed as soon as identified and not left until the formal performance review cycle.
- Line managers should consult HR or the Employee Assistance Program for support when addressing poor performance.

Performance Management Form

Employee Name: Joe Sample	Department: Frontline Management
Position: Customer Service Team Leader	Date: 21/06/08
Reviewed By: Susan Leader	Reviewer's Position: Manager, Customer Service

Rating Scale:

(E) Exceptional	Performance far exceeded expectations due to exceptionally high quality of work performed in all <i>essential</i> areas of responsibility, resulting in an overall quality of work that was superior; and either 1) included the completion of a major goal or project, or 2) made an exceptional or unique contribution in support of unit, department, or organisation objectives.
(EE) Exceeded Expectations	Performance consistently exceeded expectations in all <i>essential</i> areas of responsibility, and the quality of work overall was excellent. Annual goals were met.
(ME) Met Expectations	Performance consistently met expectations in all <i>essential</i> areas of responsibility, at times possibly exceeding expectations, and the quality of work overall was very good. The most critical annual goals were met.
(I) Improvement Needed	Performance did not <i>consistently</i> meet expectations – performance failed to meet expectations in one or more <i>essential</i> areas of responsibility, and/or one or more of the most critical goals were not met.
(U) Unsatisfactory	Performance was consistently below expectations in most <i>essential</i> areas of responsibility, and/or reasonable progress toward critical goals was not made. Significant improvement is needed in one or more important areas.

Instructions:

This form is to be used for performance review discussions with all staff.

Use this form to document individual staff achievements for the past 12 months and to set work priorities and development goals for the next planning period.

Work priorities and development goals should be set taking the position responsibilities into account and should be linked with strategic directions and business plans.

It is the staff member's responsibility to actively participate in the preparation of the work priorities and development goals and to ensure that these plans are actioned through the year. Ongoing participation in the scheme will facilitate career planning.

It is the Supervisor's responsibility to provide ongoing feedback, encouragement, resources and support to enable the staff member to develop their skills and abilities as planned.

This form can also be used as a working document throughout the year to record key achievements and note any changes to agreed plans.

Summary of Performance:

In the table below, record what results have been achieved for each Key Result Area and rate overall performance in each KRA.

Key Result Area	Rating	Comment
Leadership	U	Joe's leadership skills show need for improvement. In most cases Joe did not display effective leadership to his team. Staff feedback indicates a lack of morale in the team. Critical goals were consistently not met by Joe and key members of the team.
Communication	I	Joe has a warm and friendly communication style; however he has not addressed many issues that need to be communicated within his team. He has shown consistent reluctance to communicate difficult messages to staff.
Customer Service	I	Customer feedback indicates a high degree of dissatisfaction among many key clients. KPI's relating to customer follow up indicate that Joe and his team take too long to provide information to customers and this information is consistently inaccurate.
Financial Management	M	Joe has met all his financial goals. Joe implemented a new set of financial management procedures that brought considerable cost savings to the organisation.
Product Development	I	Joe has not met many of the product development goals planned for his team. Joe's focus has not been on the development of new and innovative products and this has resulted in marked a decline new innovations over the last 12 months.
Overall	U/I	Joe's performance is clearly quite unsatisfactory. Significant

Performance Rating:		improvement in most areas is required. Joe has produced some good results for the organisation this year in the area of financial management; however, this is not the only key result area for his position. Consistent performance across all KRAs is required.
Staff Member Comments:		

Planning for Year Ahead:

Key Result Areas	How are goals to be achieved <i>(What Actions, Activities & Resources are required)</i>	Dates	Measures <i>(List indicators of success, methods of measurement)</i>
Leadership	- Meet monthly with supervisor to report on progress of business plans. - Address areas of low staff morale through team meetings, feedback, team building activities. - Manage performance related issues with key team members.	Ongoing By mid 2009 ongoing	- team progress - staff morale - project deadlines and milestones
Communication	- Streamline communication methods used in the team to simplify and standardise the messages - Prepare for communication of difficult messages with coach	ongoing	- Staff feedback - Observation
Customer Service	Introduce customer loyalty strategy & customer retention strategy in conjunction with sales and marketing teams.	By end 2009	Customer feedback
Financial Management	Support the rollout of standardised financial management processes across the Group	By end 2009	- Financial performance - Compliance with new processes - Feedback from hotels within the Group
Product Development	Support the rollout of the new events management products	ongoing	- Stakeholder feedback - New product performance
Development Goals:			
Leadership skills	- Attend leadership development course - Participate in a workplace coaching/ mentoring program		- Attendance at course - Stakeholder feedback

Sample Code of Conduct

Definitions:

"The Group" refers to The International Hotel Group

All staff members of the International Hotel Group:

- Shall diligently carry out all instructions issued by The Group as long as they are legal, reasonable and safe
- Shall act honestly, diligently and in good faith and integrity in all their dealings with and for The Group.
- Shall display integrity, fairness and ethical conduct at all times while working for or representing The Group.
- Shall maintain the confidentiality of any information acquired in the course of employment and shall not to use or to disclose such information other than in the proper conduct of duties or in the course of instituted legal proceedings
- Shall avoid any relationship with a contractor or supplier that could compromise the ability to transact business on a professional, impartial and competitive basis
- Shall avoid conflict of interest situations (*e.g. undeclared financial interests in a supplier, contractor that does business with The Group, assisting competitors on a consultancy basis, engaging in business activities that are in competition with The Group, performing outside work on The Group's time & using The Group's assets, giving favourable treatment to a supplier, contractor etc for personal reasons.*)
- Shall not accept directly or indirectly any gifts, invitations or discounts from anyone having business dealings with The Group. Gifts of up to \$100AUD may be received if refusal of gift would be unsocial or impolite and as long as acceptance will not cause improper influence on the performance of the recipient.
- Shall not offer bribes to any person for the purpose of influencing business dealings.
- Shall report any unethical behaviour, suspected fraud or violation of The Group's policies.
- Shall comply with all applicable laws, rules and regulations, safety, security and operational guidelines of The Group
- Shall safeguard the property of The Group and not engage in any activity which would result in misusing The Group's assets.
- Shall not enter into any agreement, arrangement or contract to bind The Group unless authorised to do so