# Project Assessment

## Criteria

### Unit code, name and release number

BSBTWK502 | Manage team effectiveness

### Qualification/Course code, name and release number

*Select your Qualification/Course code and name from the dropdown.*

Choose an item.

## Student details

### Student number

### Student name

## Assessment Declaration

* This assessment is my original work, and no part of it has been copied from any other source except where due acknowledgement is made.
* No part of this assessment has been written for me by any other person except where such collaboration has been authorised by the assessor concerned.
* I understand that plagiarism is the presentation of the work, idea or creation of another person as though it is your own. Plagiarism occurs when the origin of the material used is not appropriately cited. No part of this assessment is plagiarised.

### Student signature and Date

Version: 20220623

Date created: 05/11/2021

For queries, please contact:

Technology and Business Services SkillsPoint

Building B, Level G, Corner Harris Street and Mary Ann Street, Ultimo NSW 2007

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RTO Provider Number 90003 | CRICOS Provider Code: 00591E

This assessment can be found in the: [Learning Bank](https://share.tafensw.edu.au/share/access/searching.do?doc=%3Cxml%2F%3E&in=P7ac4831b-430a-4b8d-8b56-f7b32ed5b9cf&q=&type=standard&sort=rank&dr=AFTER)

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## Assessment instructions

Table 1 Assessment instructions

| Assessment details | Instructions |
| --- | --- |
| **Assessment overview** | The objective of this assessment is to assess your knowledge and performance with your ability to develop clear performance goals for your team. |
| **Assessment Event number** | 2 of 2 |
| **Instructions for this assessment** | This is a project assessment, and it will be assessing you on your knowledge and performance of skills required by the unit.  This assessment is in two parts:  1. Tasks  2. Assessment feedback  **Note**: This assessment may contain links to external resources. If a link does not work, copy and paste the URL directly into your browser. |
| **Submission instructions** | On completion of this assessment, you are required to submit it to your Teacher/Assessor for marking. Where possible, submission and upload of all required assessment files should be via the TAFE NSW online learning platform.  It is important that you keep a copy of all electronic and hardcopy assessments submitted to TAFE and complete the assessment declaration when submitting the assessment. |
| **What do I need to do to achieve a satisfactory result?** | To achieve a satisfactory result for this assessment you must answer all the questions correctly.  If a resit is required to achieve a satisfactory result it will be conducted at an agreed time after a suitable revision period. |
| **What do I need to provide?** | Computer with internet access to complete electronically and upload the assessment and/or pen to handwrite your responses.  Training materials and other research you have completed to refer to while completing the answers. |
| **What the assessor will provide?** | In-class computer with working internet to complete electronically and upload the assessment.   * [BSBTWK502\_AE\_Pro2of2\_Appx\_HeadCustomerService](https://share.tafensw.edu.au/share/items/2eaa6b84-a1bc-4d14-bc64-f2ea4c5f3eb8/0/?attachment.uuid=cb55d1a2-14df-4318-8ee3-b8ac52116edb)   (Long URL: https://share.tafensw.edu.au/share/items/2eaa6b84-a1bc-4d14-bc64-f2ea4c5f3eb8/0/?attachment.uuid=cb55d1a2-14df-4318-8ee3-b8ac52116edb)   * [BSBTWK502\_AE\_Pro2of2\_Appx\_CustomerAccountsManager](https://share.tafensw.edu.au/share/items/2eaa6b84-a1bc-4d14-bc64-f2ea4c5f3eb8/0/?attachment.uuid=fde5cef1-9837-4514-b3a9-9755998ab6f4)   (Long URL: https://share.tafensw.edu.au/share/items/2eaa6b84-a1bc-4d14-bc64-f2ea4c5f3eb8/0/?attachment.uuid=fde5cef1-9837-4514-b3a9-9755998ab6f4)   * [BSBTWK502\_AE\_Pro2of2\_Appx\_CallCentreManager](https://share.tafensw.edu.au/share/items/2eaa6b84-a1bc-4d14-bc64-f2ea4c5f3eb8/0/?attachment.uuid=984a7414-f237-448f-9f11-a6f67a0e7d30)   (Long URL: https://share.tafensw.edu.au/share/items/2eaa6b84-a1bc-4d14-bc64-f2ea4c5f3eb8/0/?attachment.uuid=984a7414-f237-448f-9f11-a6f67a0e7d30)   * [BSBTWK502\_AE\_Pro2of2\_Appx\_AdministrationManager](https://share.tafensw.edu.au/share/items/2eaa6b84-a1bc-4d14-bc64-f2ea4c5f3eb8/0/?attachment.uuid=6703ba8d-3f74-44af-877a-47366e917f94)   (Long URL: https://share.tafensw.edu.au/share/items/2eaa6b84-a1bc-4d14-bc64-f2ea4c5f3eb8/0/?attachment.uuid=6703ba8d-3f74-44af-877a-47366e917f94)   * [Gelos Enterprises](https://share.tafensw.edu.au/share/items/d0b458dc-3922-409d-b1fe-9a2f785f4a38/0/?attachment.uuid=5f1677bf-8296-4137-ae33-8b9e30bad1ab)   (Long URL: https://share.tafensw.edu.au/share/file/d0b458dc-3922-409d-b1fe-9a2f785f4a38/1/GelosEnterprises.zip/index.html)   * [Organisational Chart](https://share.tafensw.edu.au/share/items/b7f3345c-19b3-422a-8b3c-5eb1d2950cee/0/?attachment.uuid=3250f247-da8d-4f7e-9c53-7833f102fc49)   (Long URL: https://share.tafensw.edu.au/share/items/b7f3345c-19b3-422a-8b3c-5eb1d2950cee/0/?attachment.uuid=3250f247-da8d-4f7e-9c53-7833f102fc49)   * [Strategic Plan](https://share.tafensw.edu.au/share/file/5f1cec7b-1d03-446a-85b7-edb42692c34e/1/GE_Strategic-plan.pdf)   (Long URL: https://share.tafensw.edu.au/share/file/5f1cec7b-1d03-446a-85b7-edb42692c34e/1/GE\_Strategic-plan.pdf).   * [Policy Template](https://share.tafensw.edu.au/share/items/02285ff1-cfb2-4af4-b402-fdc23bf4bf11/0/?attachment.uuid=d4fbbddb-3d0e-4b24-bd1a-d448550d82ab)   (Long URL: https://share.tafensw.edu.au/share/items/02285ff1-cfb2-4af4-b402-fdc23bf4bf11/0/?attachment.uuid=d4fbbddb-3d0e-4b24-bd1a-d448550d82ab)   * [Sustainability Policy and Procedure](https://share.tafensw.edu.au/share/items/5f1cec7b-1d03-446a-85b7-edb42692c34e/0/?attachment.uuid=74b18d25-f423-4cb5-80d4-c3d594127cdb)   (Long URL: https://share.tafensw.edu.au/share/items/5f1cec7b-1d03-446a-85b7-edb42692c34e/0/?attachment.uuid=74b18d25-f423-4cb5-80d4-c3d594127cdb)   * [Email template](https://share.tafensw.edu.au/share/items/02285ff1-cfb2-4af4-b402-fdc23bf4bf11/0/?attachment.uuid=2a6ed3d4-ca14-427f-8583-ceb6bcb08c1b)   (Long URL: https://share.tafensw.edu.au/share/items/02285ff1-cfb2-4af4-b402-fdc23bf4bf11/0/?attachment.uuid=2a6ed3d4-ca14-427f-8583-ceb6bcb08c1b) |
| **Due date**  **Time allowed**  **Location** | Refer to the **Unit Assessment Guide** for the due date or your Individual Training Plan.  6 hours (indicative only)  TAFE NSW campus/ TAFE Digital Campus/ TAFE NSW Moodle or a location determined by your assessor.  *Note: If you study online, you can find this information on your online platform on the Assessments page*. |
| **Assessment feedback, review or appeals** | In accordance with the TAFE NSW policy *Manage Assessment Appeals,* all students have the right to appeal an assessment decision in relation to how the assessment was conducted and the outcome of the assessment. Appeals must be lodged within **14 working days** of the formal notification of the result of the assessment.  If you would like to request a review of your results or if you have any concerns about your results, contact your Teacher/Assessor or Head Teacher. If they are unavailable, contact the Student Administration Officer.  Contact your Head Teacher/Assessor for the assessment appeals procedures at your college/campus. |

## Specific task instructions

The instructions and the criteria in the tasks and activities below will be used by the assessor to determine if you have satisfactorily completed this assessment event. Use these instructions as a guide to ensure you demonstrate the required skills and knowledge.

There are five tasks you must complete:

1. Setting the scene - short answer questions
2. Develop a team performance plan
3. Develop a policy and procedures
4. Meeting
5. Critical reflection.

You will be required to access the [Gelos Enterprises](https://share.tafensw.edu.au/share/items/d0b458dc-3922-409d-b1fe-9a2f785f4a38/0/?attachment.uuid=5f1677bf-8296-4137-ae33-8b9e30bad1ab) website to download documents and templates. (Long URL: https://share.tafensw.edu.au/share/file/d0b458dc-3922-409d-b1fe-9a2f785f4a38/1/GelosEnterprises.zip/intranet.html)

## Part 1: Tasks

To complete this part of the assessment, you will be required to answer questions to demonstrate your ability to apply skills and strategies to enhance and develop teamwork and team cohesion.

This part of the assessment can be based on a workplace scenario, using the templates provided for the Gelos Enterprises scenario.

Once you have read the information, you are required to complete your written responses to questions 1 – 10 in the spaces provided in this document. Please ensure you take note of the volume of response requirement where indicated.

Once completed, you will need to submit this assessment to your assessor for marking.

### Task 1: Setting the scene

For this task, the student will be required to complete a series of questions to set the scene for the remaining tasks in this assessment event.

1. Recommend three strategies you would adopt to consult with the team to establish a common understanding of team purpose, roles, responsibilities and accountabilities. Your response should be approximately 50 – 100 words.
2. As the leader of your team, explain how you act as a role model and how your actions enhance the organisations' image for all stakeholders. Your response should be approximately 50 – 100 words.
3. Recommend the behaviours you would role model to facilitate inclusion and cohesion in the team. Your response should be approximately 50 – 100 words.
4. Review three **Key Performance Indicators (KPIs)** relevant to your team and evaluate how these will be communicated to them and how results will be communicated from the team to upper management.

Table Key performance indicators

|  | KPI | Communication methods to team | Communication methods to upper management |
| --- | --- | --- | --- |
| 1 |  |  |  |
| 2 |  |  |  |
| 3 |  |  |  |

1. Provide an example of how you intend to support your team members to meet agreed performance outcomes on a regular basis. Your response should be approximately 50 –100 word
2. Recommend three ways you will ensure that the team is involved in decision making and planning, relevant to their performance. Your response should be approximately 50 – 100 words.
3. Evaluate how group dynamics support or hinder team performance and explain the approach you will take to ensure that they support the team. Your response should be approximately 50 – 100 words.

### Task 2: Develop a team performance plan

For this task, you will be required to review the case study located in [Attachment 1 – Assessment case study](#_Appendix_1_-).

The objective of this task is to develop a team performance plan based on the scenario you have just reviewed.

There is no word limit for this task, however, half a page per question is recommended.

Review Gelos Enterprises existing policies and systems. These documents are located on the [Gelos Enterprises](https://share.tafensw.edu.au/share/file/d0b458dc-3922-409d-b1fe-9a2f785f4a38/1/GelosEnterprises.zip/intranet.html) website (Long URL: https://share.tafensw.edu.au/share/file/d0b458dc-3922-409d-b1fe-9a2f785f4a38/1/GelosEnterprises.zip/index.html) and will include:

* [Organisational Chart](https://share.tafensw.edu.au/share/items/b7f3345c-19b3-422a-8b3c-5eb1d2950cee/0/?attachment.uuid=3250f247-da8d-4f7e-9c53-7833f102fc49)

(Long URL: https://share.tafensw.edu.au/share/items/b7f3345c-19b3-422a-8b3c-5eb1d2950cee/0/?attachment.uuid=3250f247-da8d-4f7e-9c53-7833f102fc49)

* [Strategic Plan](https://share.tafensw.edu.au/share/file/5f1cec7b-1d03-446a-85b7-edb42692c34e/1/GE_Strategic-plan.pdf)

(Long URL: https://share.tafensw.edu.au/share/file/5f1cec7b-1d03-446a-85b7-edb42692c34e/1/GE\_Strategic-plan.pdf).

You can also review the Position Description of the Head of Customer Service located in [BSBTWK502\_AE\_Pro2of2\_Appx\_HeadCustomerService](https://share.tafensw.edu.au/share/items/2eaa6b84-a1bc-4d14-bc64-f2ea4c5f3eb8/0/?attachment.uuid=cb55d1a2-14df-4318-8ee3-b8ac52116edb)

After reviewing the documents, you are to develop a team performance plan to improve team cohesion and demonstrate your ability to develop clear performance goals for your team. Review the challenges outlined in the team brief and the information you gathered to prepare the document.

Your performance plan must include the following items:

1. **Goals and objectives** - outline the overall goal for your action plan and identify and describe four objectives that will contribute to this goal. One of those objectives must deal with workforce capability for training and development purposes.
2. **Timeline** - include specific times for the implementation of the objectives outlined in the action plan.
3. **Performance targets and KPI’s** - identify and describe one target and relevant KPI for each objective.
4. **Communication with stakeholders** - list three stakeholders you would consult about the action plan and why they are relevant. This communication should contain the following but not limited to:
5. At least three stakeholders must be identified with one being from finance.
6. Outline of any financial requests required to implement your plan.
7. Timelines and any accountabilities.
8. **Feedback strategies** - explain how you will provide feedback to management and your team about the progress of your action plan, any unresolved issues and why this is important. You will need to include how you plan to encourage, reward and value your team.
9. **Monitoring and review strategies** - outline three ways you will monitor and/or review your action plan to make sure it is on track to meet the goal and identify unresolved issues and how you can mitigate those risk.

### Task 3: Develop policy and procedures

Based on your team strategic plan, draft a policy document, using the Gelos Enterprises [Policy Template](https://share.tafensw.edu.au/share/items/02285ff1-cfb2-4af4-b402-fdc23bf4bf11/0/?attachment.uuid=d4fbbddb-3d0e-4b24-bd1a-d448550d82ab), (Long URL: https://share.tafensw.edu.au/share/items/02285ff1-cfb2-4af4-b402-fdc23bf4bf11/0/?attachment.uuid=d4fbbddb-3d0e-4b24-bd1a-d448550d82ab)

for the team, detailing how you address and/or resolve performance issues. You may need to adjust the template to include the content below.

Your policy must include information on:

* policy purpose
* policy authority
* policy application
* expected update frequency
* policy location
* document control.

To ensure team members take responsibility for their own work and assist others in their role, your policy must also include the following content:

* procedures
* rights and responsibilities (refer to your own responsibilities. for example, position descriptions and agreed kpi’s and how these apply to assist others.)
* monitoring, evaluation and reporting requirements
* supporting policies.

Refer to the *Gelos Enterprises* [*Sustainability Policy and Procedure*](https://share.tafensw.edu.au/share/items/5f1cec7b-1d03-446a-85b7-edb42692c34e/0/?attachment.uuid=74b18d25-f423-4cb5-80d4-c3d594127cdb)

(Long URL: https://share.tafensw.edu.au/share/items/5f1cec7b-1d03-446a-85b7-edb42692c34e/0/?attachment.uuid=74b18d25-f423-4cb5-80d4-c3d594127cdb)

on the Gelos website for an example policy. These are located in the Gelos Intranet/Documents.

(Long URL: https://share.tafensw.edu.au/share/file/d0b458dc-3922-409d-b1fe-9a2f785f4a38/1/GelosEnterprises.zip/index.html)

### Task 4: Meeting

Now that you have developed your team performance plan and your policy, you must consult with your team to gain consensus. In this task, you will be required to conduct a 15-20 minute meeting in which you will demonstrate how you will communicate with your team, based on the scenario below.

#### A: Meeting role play

You will be required to facilitate a meeting to consult team members on the preliminary team performance plan (Task 2). As part of your meeting preparation, you need to review the team briefing provided by Tom Hammond (Attachment 1). This will provide you with relevant information on how to effectively communicate and manage the desired outcomes of the meeting. Make particular note of the challenges that have been identified in the team brief to mitigate potential conflict and encourage participation.

When planning for your meeting, you will need to ensure that you review the observation checklist, which highlights critical aspects you need to demonstrate during the meeting.

You will need a minimum of 5 meeting participants made up of at least 3 out of the 6 account managers. Each account manager must take on one of the following personas.

You can find the roles and responsibilities of each participant in the position description links

##### Meeting participants:

**You:** Head Customer Service Department,

Position description -[BSBTWK502\_AE\_Pro2of2\_Appx\_HeadCustomerService](https://share.tafensw.edu.au/share/items/2eaa6b84-a1bc-4d14-bc64-f2ea4c5f3eb8/0/?attachment.uuid=cb55d1a2-14df-4318-8ee3-b8ac52116edb)

**Student: Customer Account Manager.**

Position Description – [BSBTWK502\_AE\_Pro2of2\_Appx\_CustomerAccountsManager](https://share.tafensw.edu.au/share/items/2eaa6b84-a1bc-4d14-bc64-f2ea4c5f3eb8/0/?attachment.uuid=fde5cef1-9837-4514-b3a9-9755998ab6f4)

You have been with the organisation since its inception and would like to see change occur. You have good ideas; however, you are reluctant to voice these as you are intimidated by the strong personality of Alex Muir and agree with him to avoid any conflict.

**Student:** **Administration Manager.**

Position Description - [BSBTWK502\_AE\_Pro2of2\_Appx\_AdministrationManager](https://share.tafensw.edu.au/share/items/2eaa6b84-a1bc-4d14-bc64-f2ea4c5f3eb8/0/?attachment.uuid=6703ba8d-3f74-44af-877a-47366e917f94)

As you will be retiring soon, you are indecisive and happy to go with the majority vote on any decisions relating to team performance and policy.

**Student: Call Centre Manager.**

Position Description - [BSBTWK502\_AE\_Pro2of2\_Appx\_CallCentreManager](https://share.tafensw.edu.au/share/items/2eaa6b84-a1bc-4d14-bc64-f2ea4c5f3eb8/0/?attachment.uuid=984a7414-f237-448f-9f11-a6f67a0e7d30)

You are opinionated, self-assured and believe that your opinion will provide the best outcome. You are reluctant to hear other people’s views, including your manager, and will often interrupt a meeting to ensure your view is dominant.

**Student: Chief Executive Officer – Catherine Dunn.** Catherine’s role in this meeting is to observe and provide feedback to you regarding the communication of the team performance plan and policy. Catherine will provide feedback to you after the meeting.

As the meeting progresses the Call Centre Manager has started to annoy the group based on his remarks and attitude towards the meeting. Anticipating such unexpected outcomes the student (Head Customer Service Department) must be prepared for handling such situations.

#### B: Communication Email

##### After the meeting

Using the [email template](https://share.tafensw.edu.au/share/items/02285ff1-cfb2-4af4-b402-fdc23bf4bf11/0/?attachment.uuid=2a6ed3d4-ca14-427f-8583-ceb6bcb08c1b) found on the Gelos Enterprises website, draft an email to Tom Hammond (HR Director) seeking approval for the investment required to endorse the formal learning opportunity you have proposed in the team performance plan.

(Long URL: https://share.tafensw.edu.au/share/items/02285ff1-cfb2-4af4-b402-fdc23bf4bf11/0/?attachment.uuid=2a6ed3d4-ca14-427f-8583-ceb6bcb08c1b)

This is also a good opportunity to communicate any unresolved issues, concerns and problems raised as a result of the meeting and your proposed solution /strategy.

### Task 5: Critical reflection

This critical reflection must be a descriptive, analytical, and critical assessment of your experiences in Tasks 2, 3 and 4.

1. Evaluate how group dynamics helped or hindered the team’s performance. Your response should be approximately 100-200 words.
2. Evaluate the strategies you used to support team cohesion, participation, and performance. Your response should be approximately 100-200 words.
3. Justify the strategies you used to gain consensus. Your response should be approximately 50 – 100 words.
4. Critique how you supported the team to meet expected performance outcomes, including providing formal and informal learning opportunities as needed. Your response should be approximately 100-200 words.
5. Evaluate the strategies you established to resolve performance issues. Your response should be approximately 100-200 words.
6. What needed to be considered when developing policies and procedures to ensure team members take responsibility for their own work and assist others in undertaking required roles and responsibilities? Your response should be approximately 50 – 100 words.

## Part 2: Assessment Feedback

This section is to be completed by the assessor. Once feedback has been provided by the assessor, you will be given the opportunity to respond.

### Assessor observation checklist - Meeting (Roleplay – Task 4)

Table 3 Student and assessor details

|  |  |  |  |
| --- | --- | --- | --- |
| Student name |  | Student number |  |
| **Assessor name** |  | **Date of role play** |  |
| **Assessor signature** |  | **Date signed** |  |

Table 4 Presentation details

|  |  |
| --- | --- |
| Title of role play |  |
| **Length of role play** |  |
| **Number of participants** |  |

Table 5 Observable criteria

| Observation criteria | Yes | No | Assessor feedback |
| --- | --- | --- | --- |
| 1. Lead the meeting well identifying, addressing and resolving any issues, concerns or problems. |  |  |  |
| 1. Consulted to encourage and foster understanding and participation of the individuals and team in regard to their responsibilities, roles and activities of the plan and policy. |  |  |  |
| 1. Sought and provided feedback to encourage, value and reward the meeting participants individual and team contributions. |  |  |  |
| 1. Established and maintained open and effective communication of the team performance plan and policy with the meeting participants. |  |  |  |
| 1. Facilitated two-way discussion on the team performance plan. |  |  |  |
| 1. Used appropriate language and nonverbal features to communicate and facilitate the meeting. |  |  |  |
| 1. Used listening and questioning skills to clarify and confirm understanding and engage the audience. |  |  |  |
| 1. Evaluated and took corrective action on any unresolved any issues, concerns or problems including providing feedback on how you will communicate action items and follow up with relevant stakeholders. |  |  |  |
| 1. Modelled desired behaviour and practices in the meeting. |  |  |  |
| 1. Planned for unexpected confrontations and explore innovative responses to mitigate such situations |  |  |  |

Table 6 Additional comments

| **Additional assessor comments** |
| --- |
|  |

### Specific task feedback

Table 7 - Assessor feedback

| Satisfactory response? è | Y/N | Feedback |
| --- | --- | --- |
| **Part 1, Task 1**   1. Describe your organisation and workplace team if using your own organisation as the case study for this assessment. |  |  |
| **Part 1, Task 1**   1. Recommend three strategies you would adopt to consult with the team to establish a common understanding of team purpose, roles, responsibilities and accountabilities. |  |  |
| **Part 1, Task 1**   1. As the leader of your team, justify how you act as a role model and how your actions enhance the organisations' image for all stakeholders. |  |  |
| **Part 1, Task 1**   1. Recommend what behaviours you will role model to facilitate inclusion and cohesion in the team. |  |  |
| **Part 1, Task 1**   1. Review three **Key Performance Indicators (KPIs)** relevant to your team and evaluate how these will be communicated to them and how results will be communicated from the team to upper management. |  |  |
| **Part 1, Task 1**   1. Confirm how you intend to support your team members to meet agreed performance outcomes on a regular basis. |  |  |
| **Part 1, Task 1**   1. Recommend three ways you will ensure that the team is involved in decision making and planning, relevant to their performance. |  |  |
| **Part 1, Task 1**   1. Evaluate how group dynamics support or hinder team performance and explain the approach you will take to ensure that they support the team. |  |  |
| **Part 1, Task 2**  **Team performance plan**  Developed an appropriate team performance plan that included:   1. Goals and objectives 2. Timeline 3. Performance targets and KPIs 4. Communication with stakeholders 5. Feedback strategies 6. Monitoring and review strategies |  |  |
| **Part 1, Task 3**  **Develop a policy and procedures**  Drafted an appropriate policy on addressing issues and/or resolving performance issues that included:   * Policy purpose * Policy authority * Policy application * Expected update frequency * Policy location * Document control * Procedures * Rights and responsibilities * Monitoring, evaluation and reporting requirements * Supporting policies. |  |  |
| **Part 1, Task 4 Meeting**  **Meeting role play**  Conduct a 15-20 minute meeting in which you will demonstrate how you will communicate with your team. You need a minimum of 5 participants and roles are assigned based on the scenario.  Assessor completed Assessment Feedback: *Assessor observation checklist* |  |  |
| **Part 1, Task 4 Meeting**  **Email Communication**  After the meeting, you will draft an email to Tom Hammond (Leader People and Culture) seeking support for the formal learning opportunity you have proposed for the team member email seeking support for the formal learning opportunity you have proposed in the team performance plan and communicate any unresolved issues, concerns and problems raised. |  |  |
| **Part 1, Task 5**  **Critical reflection**   1. Evaluate how group dynamics helped or hindered the team’s performance. |  |  |
| **Part 1, Task 5**   1. Evaluate the strategies you used to support team cohesion, participation and performance. |  |  |
| **Part 1, Task 5**   1. Justify the strategies you used to gain consensus. |  |  |
| **Part 1, Task 5**   1. Critique how you supported the team to meet expected performance outcomes, including providing formal and informal learning opportunities as needed. |  |  |
| **Part 1, Task 5**   1. Evaluate what strategies you established to resolve performance issues. |  |  |
| **Part 1, Task 5**   1. How did you develop policies and procedures to ensure team members take responsibility for their own work and assist others in undertaking required roles and responsibilities? |  |  |

### Overall Assessment Event Feedback

*NOTE: This section* ***must*** *have the assessor signature and student signature to complete the feedback.*

### Assessment outcome

Satisfactory

Unsatisfactory

### Assessor Feedback

Has the Assessment Declaration on page 1 been signed and dated by the student?

Are you assured that the evidence presented for assessment is the student’s own work?

Was the assessment event successfully completed?

If no, was the resubmission/re-assessment successfully completed?

Was reasonable adjustment in place for this assessment event?  
*If yes, ensure it is detailed on the assessment document.*

Comments:

### Assessor name, signature and date:

### Student acknowledgement of assessment outcome

Would you like to make any comments about this assessment?

### Student name, signature and date

***NOTE: Make sure you have written your name at the bottom of each page of your submission before attaching the cover sheet and submitting to your assessor for marking.***

## Attachments

### Attachment 1: Assessment Case Study



**Introduction:**

Congratulations on your appointment to the position of *Head of Customer Service* at Gelos Enterprises. Your position description which you will find on the Gelos Enterprises website outlines the parameters of the position and what you are required to do at Gelos Enterprises, but it does not give you much of an idea about the team that you have inherited. In order to facilitate a smooth transition into the company Tom Hammond (HR Director) has provided you with the following team brief:

**Roles and responsibilities:**

Your team is one of the biggest at Gelos Enterprises. You have four direct reports. Emily Burr is the executive assistant and co-ordinates the customer contact crew which includes Customer Accounts and Call Centre and is efficient in this role. Emily runs meetings and looks after the productivity in this crew. The managers all report directly to you. Your team are the frontline as they deal directly with Gelos clients at the first point of contact and beyond.

**Corporate alignment:**

The Customer Service Department sits at the core of Gelos Enterprises. Being a service-based organisation, this team is crucial to the success and longevity of the business. As outlined in the strategic plan, the team support several of the corporate goals and are governed by the KPI’s therein. There is an opportunity to develop goals and KPI’s at the department level, and this is something that Captain in Charge, Ellen Foster, was keen to happen as soon as possible.

**Existing team culture:**

The team is lacking in cohesion due to the 2 distinct services offered; Customer Accounts and Call centre. While both services deal directly with clients, an “us and them” mentality has developed, meaning that the team is not working together and offering the best experience possible for the customers. Communication is a problem, as Gelos Enterprises is cloud-based and all of the team are not located in the same office all the time. As Gelos Enterprises has grown the workload and expectation in terms of productivity has increased, and some team members are not coping well. This has meant the other team members have become disgruntled, and there is a general feeling of disenchantment in the department.

**Challenges in the team:**

1. Communication is a constant challenge. It is not feasible to have the team together face to face very often. Some team members work remotely for some of their time, and not all team members are available for meetings at the same time.
2. The account crew have worked together since the company started, and Alex Muir, one of the key account managers, is a strong personality. Group consensus is guaranteed from the account crew as they always agree with and support Alex.
3. It has been noted that productivity has been adversely affected and your number one priority is to develop strategies to improve this.