

Project Human Resource Plan



**COMPLETE BUSINESS
SOLUTIONS AUSTRALIA**

Project name: <<Insert project name>>

Adelaide Branch Office Project

Version control

Add version number and details for initial document and thereafter as changes or regular monitoring occurs. Amend footer version as version of document changes.

The student is to complete the version control table when and if changes are made to the Project Human Resource Plan.

Version	Date	Author	Changes
V1.0	XX/MM/YYYY	[Program Manager]	Original copy

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1. Introduction

<<Outline the outcomes and deliverables of the project and the timeline>>

The student is to provide a brief outline of the outcome and deliverables of the project.

Accept variations of the following.

Since the business is expanding rapidly to other states, the CBSA Board has agreed to a branch opening in South Australia.

The Adelaide Branch Office project is to ensure there is a safe and healthy, environmentally sustainable and workable office space opened in Adelaide for 1 to 10 people by March 20XX and within budget.

2. The Human Resource Plan

<<Explain the purpose and importance of a human resource plan, including a general description of what the plan includes and how the project manager and project team will use the plan to aid the completion of the project.>>

The student must provide:

- *A purpose statement for the human resource plan*
- *A general description of the content of the plan*
- *An outline of how the project manager and project team will use the plan to support the project*

Accept variations of the following example.

This project human resource plan is a tool to aid in planning human resources for the Adelaide Branch Office project. It outlines the human resources needed over the life cycle of the project.

The plan includes the roles and responsibilities of the team members throughout the project, project organisation charts, how human resources will be acquired, when they will be needed, team building strategies and any training requirements. It also includes how the performance review for the team and team members will be conducted and any recognition or rewards associated with meeting the project objectives and deliverables.

The project human resource plan ensures the project is supported over its life from commencement to being completed on time and within budget by acquiring the necessary human resources with the appropriate skills and/or providing training where skill gaps are identified and providing guidance on managing team activities/tasks effectively.

3. Determining the Human Resource Requirements for the Project

<<List and describe two methods you will use to determine the human resource requirements including skills and competency levels of the human resources for a project for the project. At least one of the methods must be different from the HR Plan from Project A Website design 3D pot making venture (Task 2)>>

*The students must list and describe two (2) methods used to determine the human resource requirements for **this project**. One of the selected methods must be different to Task 2 HR Plan for the website design 3D pot making venture.*

Some suggestions are provided but students are not limited to these.

- *Completing a project task analysis i.e. reviewing the knowledge, skills and behaviours required for project*
- *Analysing lessons learned to see how apply to current project human resources*
- *Liaising with other project managers or departmental manager*
- *Reviewing the application of the Adelaide business development specialist*
- *Reviewing the job description for a business development specialist*
- *Reviewing HR performance reports*
- *Using expert judgement*
- *Identifying and analysing the team members skills and knowledge against the project needs*

4. Project Organisational Charts

<<In this section, explain the purpose of organisational charts and show a graphical representation of project activities/tasks and team members. Include a RAM or RACI matrix, team organisation chart and a WBS for the project.>>

The purpose of organisational charts is to communicate the roles, responsibilities, accountabilities and reporting lines of the team members in the project. This will be illustrated using a RACI matrix, team organisational chart and a simple work breakdown structure.

4.1 Work breakdown structure (WBS)

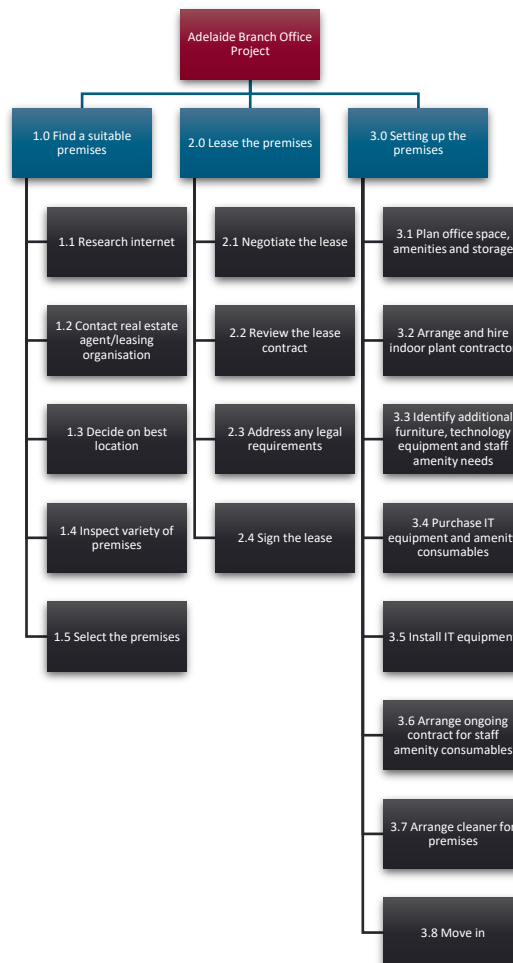
<<Outline the purpose of the work breakdown structure.>>

The student must:

- *Provide a WBS for the project either by a chart or a list, by function or by project life cycle phase. Whatever the format chosen, however, the student must:*
 - *Place tasks in hierarchical order e.g. 2.0; 2.1, 2.1.1 etc as appropriate*
 - *Identify at least two levels of work activities required for the project*
- *Align individual and team competencies with project tasks*

The following format and inclusion of activities etc is an example only. Accept variations of the following WBS.

The WBS sets out the structure and organisation of the project. It is a graphical display defining what needs to be done over the project life cycle and with individual tasks broken down organised into different levels.



4.2 Project team organisational charts

<<Outline how you estimated the number of staff needed for the team. It is suggested you allow for staff for 80% of time as the other 20% is spent in meetings, answering emails, public holiday and tea breaks and so on.

The student must outline how they estimated the number of staff for the project. If they do it mathematically they must and show their workings.>>

An example is given. Accept variations of the following.

If the student uses mathematical formulae, they must show their workings..

The following is based on Project A and CBSA working week and hours

38 hours per week x 48 weeks = 1,824 hours per year (Note: the project is for 12 months but public holidays must be taken into account so we use 48 weeks of work time)

The staff work 30.4 hours per week taking into account only using 80% productivity time for the project. That equals 1,459 hours per person per year

I estimated that the number of staff overall to undertake this project would be 2.0. To do this, I used historical data for a similar project and my expert judgement related to the competence and experience needed for this project.

One full time position will be split between legal, contract, information technology and procurement depending on their tasks. The Adelaide employee, Paris Morales, will be full time. The project manager is not costed into the human resource calculations.

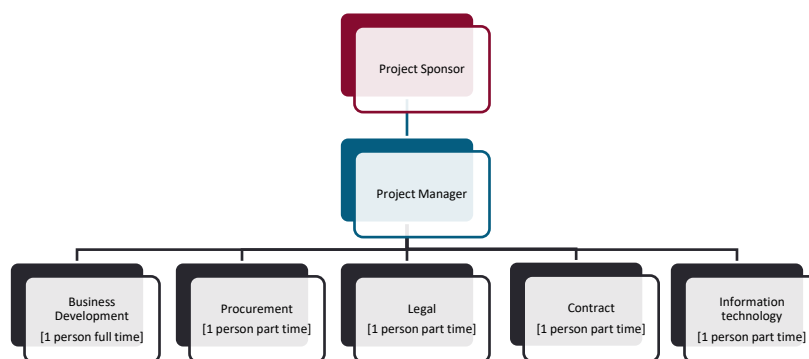
<<Outline the purpose of the project team organisational chart >>

The student is to include a team organisational chart. The chart must include:

- Project sponsor
- Project manager
- South Australian position
- Other positions as seen necessary

Accept variations of the following.

The project organisational chart indicates the roles required for the project and the number of persons needed for the role



4.3 RACI matrix

<<Outline the purpose of the RACI matrix, who can alter the matrix and the process if it >>The matrix must include the positions from the project team organisational chart.>>

The student must include:

- A key/code to the letters
- The project team i.e. project sponsor, project manager, other project team member roles
- Project activities from the WBS, including the ID number

Accept variations of the following.

The RACI matrix illustrates the responsibility and accountability of each role and whether they need to be informed or consulted on decisions.

Any proposed changes to project responsibilities and accountabilities must be approved by the project manager and be documented on a human resource change register. Any changes will be redistributed to all relevant persons as and if they occur.

ID	Project Activity	Project Sponsor	Project Manager	Business Development Specialist Adelaide	Finance and procurement	Legal Advisor	Contract Specialist	IT Technician
1.1	Research internet	I	I	R	I			
1.2	Contact real estate agent/leasing organisation		A	R	I			
1.3	Decide on best location	I	A	A	C			
1.4	Inspect variety of premises		C, R	R	I			
1.5	Select the premises	I	C, R	R	C			
2.1	Negotiate the lease	A	C	C	C, R	C	C	
2.2	Review the lease contract	C	I	I	R, A	C	C	
2.3	Address any legal requirements	C	I	I	I, C	A	C	
2.4	Sign the lease	R	R	I	A	C	I	
3.1	Plan office space, amenities and storage		C	R				C
3.2	Arrange and hire indoor plant contractor	I, C, R	I	R	R, A	C, A	C	I
3.3	Identify additional furniture, technology equipment and staff amenity needs		I	R	C			I, C
3.4	Purchase IT equipment and amenity consumables	C, A	C, A	C, R	C, A		C	C
3.5	Install IT equipment		C, A	R				R
3.6	Arrange ongoing contract for staff amenity consumables	C	A	R	C, A	C, I	C	
3.7	Arrange cleaning contract for premises	C, A	I	R	C, A	C, I	C	
3.8	Move in	I	R	R				C, I

Key:

R = Responsible for undertaking and completing the work assigned for an activity

A = Accountable for ensuring the work for an activity is completed and signed off

C = Must be consulted before any decisions are made

I = Must be informed when an action or decision is made

5. Tools and Techniques to Analyse Project Team Needs

<<Outline the purpose of this section and listing the project tasks from the WBS, identify the skills, knowledge and attributes required for each task, the number of people required and when they will be needed and whether there are existing staff or other staff will need to be sourced externally.>>

The student must provide a purpose statement, and a table or similar to include the requirements of the team needs analysis. They must include the ID reference from the WBS.

Where some tasks are to be allocated to staff from head office, there needs to be some indication of the time they may need to allocate to their tasks. This might be full days for two days until contract negotiated or one day a week, for example.

NOTE: an example is provided below for the 1.0 Find a suitable premises part of the project only to provide an example of what the student is to include.

Accept variations of the following.

A project team needs analysis has been included to identify the skills and knowledge that will be needed by team members undertaking each task. The number of team members has been identified to complete the task. Whether the team members can be drawn from internal and existing staff or whether there is a need to search externally and/or hire new staff is also identified.

ID	Project deliverable/task/outcome	Skills Knowledge Attributes required	How many people to complete task?	Work requirement	When required?	Existing staff	
						Yes	No
1.1	Research internet	Experience with internet research Time management	1	Mon to Fri 8.00 to 4.00	March	✓	
1.2	Contact real estate agent/leasing organisation	Experience with communicating with commercial real estate Negotiating skills Interpersonal and communication skills	1	Mon to Fri 8.00 to 4.00	March/April	✓	
1.3	Decide on best location	Experience with and/or assisting in making cost effective choices Decision making skills Communication with team members	3	Mon to Fri 8.00 to 4.00 for 1 person ½ day for other 2	March/April	✓	
1.4	Inspect variety of premises	Knowledge of what to look for when inspecting a work site and for suitability of task Health and Safety Analytical skills	1	Mon to Fri 8.00 to 4.00	May	✓	
1.5	Select the premises	Decision making skills Negotiation skills Communication with team members	3	Mon to Fri 8.00 to 4.00 for 1 person ½ day for other 2	May/June	✓	

5.1 Project team roles and responsibilities

<<Outline the purpose of this section. Analyse and determine the human resource roles and responsibilities. This includes listing and writing a statement to explain the overarching meaning of the responsibilities, authority and competency required of each role and two key performance criteria for each role in relation to human resources.

Add the name of the team member if it is known and has been agreed to by the project sponsor, project manager and relevant departmental manager – as per the case study. >>

The student must include a purpose statement and provide the responsibilities, authority and competency needed for each role within the project. The roles, authority, responsibility and competency, must be defined.

In the case study the only persons that can be named at this time and skill gaps identified are to be included, i.e. Project Manager/Human Resources Consultant (Zane O'Brien), Business Development Specialist – Adelaide (Paris Morales).

NOTE: an example is provided below for a small part of the project only to provide an example of the amount of detail the is to include.

Accept variations of the following.

The project team needs analysis outlines the project human resource roles and responsibilities of team members (and any relevant stakeholders). These are clearly defined and stated as persons may act in different roles in different projects and may also represent groups or departments.

Each team member must understand their roles and responsibilities and have the required competencies be able to undertake their assigned tasks. Where it is identified the team or team member has a skill or knowledge gap, training and/or learning development must occur.

Role: The portion of the project for which the team member is accountable in relation to human resources. The name of the human resource has been included where the persons have already been determined and agreed to.

Authority: *The level to which the team member can make decisions and approve human project resources*

Responsibility: *The work required of the team member to complete the assigned work tasks*

Competency: *The level of skill and knowledge required to be able to complete any assigned tasks the standard required. Where the person does not have the required level or standard, they are to be provided with training and learning and development opportunities*

Key performance criteria (KPIs): *The standard against which the individual's performance will be measured throughout the life of the project.*

Role	Authority	Responsibility	Competency												Nominated staff		
			Project management	Effective communication	Team Management	Negotiation	Leadership	Training,	Counselling	Coaching or mentoring	Organisation	Decision making	Problem solving	Software and hardware installation		Ergonomically setting up workstation	
<i>Project Manager</i>	<i>Evaluating performance of the team and team members Selecting the members of the project team Approving work activities</i>	<i>Selecting appropriate human resources Leading the team Completing required documentation and reports in accordance with project communications plan Overall success or failure of human resource involvement in the project Team cohesion Supervise team Reporting project status to Project Sponsor in accordance with communications plan</i>	X	X	X	X	X	X			X	X	X	X			<i>Zane O'Brien</i>
<i>Business Development Specialist – Adelaide</i>	<i>Make decision on suitable office location Inspect the real estate options Make decision on required furniture and office and technology equipment</i>	<i>Find suitable lease office and arranging lease Assist in purchasing equipment, technology and furniture Set up the office with required furniture, technology and amenities Ensure office premises meet health and safety requirements</i>		X		X						X	X	X			<i>Paris Morales</i>
<i>IT technician</i>	<i>Make decisions on how and where to install power points, how to set up workstation and chair</i>	<i>Install the computer and other technology software and hardware</i>		X								X	X	X	X	X	<i>TBA</i>

Other roles students may include are financial advisor, legal advisor, contract specialist

5.2 Key performance indicators

<<Define what a key performance indicator is in relation to the team and outline its purpose.

Draft two key performance criteria **related to communication and sustainability** for the individual team members, including the project team manager and the organisational objective it is aligned with.

Draft two key performance criteria for the team performance in **relation to team work and effective communication** to be measured against and the organisational goals and/or objectives it is aligned with.)>>

The student must:

- Define a key performance indicator including referring to it being:
 - Measurable (quantifiable) or SMART
 - Linked to organisational goals and/or objectives
- List two key performance criteria for each individual team member, including the project manager related to communication and sustainability
- List two key performance criteria for the team performance related to team work and effective communication

Organisational objectives can be found in individual policies and procedures and/or the CBSA business plan. Where none are available, the student may include their own.

NOTE: The student should make an attempt to write a KPI – it does not have to be exact. The assessment is not on writing a KPI or whether it is SMART or accurate. The assessment is to see if the student understands the purpose of a KPI in relation to performance monitoring for the team and the individual team member, and they know the relationship to organisational objectives.

Accept variations of the following.

A key performance indicator must be a quantifiable value. It is used by project managers to track and monitor the successful performance of an individual project team member and/or project team against the required performance standard. It is aligned to a specific organisation objective. It should be written in SMART terms – specific, measurable, attainable, relevant to context and time bound.

The following is an example only to give guidance on the level of response required by the student

Position	Key performance indicators	Organisational goals and objectives
Project Manager	<p>Communicate any changes to project scope, human resources or schedule immediately they occur</p> <p>Coach team members as needed when skill and knowledge gaps are identified throughout the project cycle</p>	<p>To ensure information disseminated to staff is valid, reliable, relevant, easy to access, and appropriate (Communication Policy)</p>
Team members	<p>Use appropriate communication channels to respond to any communication about the project from team members and the project manager within 24 hours</p> <p>Refrain from printing emails received in relation to the project</p> <p>Ensure environmental sustainability is practiced at all times when undertaking project activities</p>	<p>To deliver first class customer experience to ensure high levels of customer satisfaction (Business goal)</p> <p>To use the communication channels and associated tools for business work practices and in compliance with this and other relevant policies and procedures to share information within the workplace (Communication Policy)</p> <p>All employees are to ensure sustainability plays an important part in any work activities they undertake The (Code of Ethics)</p>

Team key performance indicators	
<i>Use the appropriate communication channel and follow organisational policy and procedure when responding to all internal and external enquiries about the project within 24 hours of being received</i>	<i>To deliver first class customer experience to ensure high levels of customer satisfaction (Business goals) To use the communication channels and associated tools for business work practices and in compliance with this and other relevant policies and procedures to share information within the workplace (Communication Policy)</i>
<i>The team is to adhere to the values under the CBSA Code of Ethics when working with others throughout the project</i>	<i>To be inclusive, honest, accountable, sustainable and professional when undertaking all work activities internally or externally to the organisation (Code of Ethics)</i>
<i>As a team work together to complete the project within budget and as scheduled</i>	<i>To be accountable by promising what you say you will deliver actually occurs (Code of Ethics)</i>

6. Impact on Project of Legislation and Organisation Policy and Procedure

6.1 Role of legislation and policy and procedure in the organisation

<<Describe the role of legislation and policies and procedures in an organisation >>

The student must describe the role of legislation, policy and procedure in an organisation

Accept variations of the following.

Legislation and organisation policy and procedure provide guidance to the employer on how employees are to be recruited, employed, and their entitlements. They also cover how employers have a duty of care to all employees, health safety and well being and discrimination in the workplace. It is important that all relevant legislation and policy and procedure is complied with over the project life cycle.

6.2 Examples of legislation and procedure that may impact on the project

<<Identify and describe at least two government Acts and two organisation policy and procedure that may affect the project deliverables and outcomes. Include who in CBSA advice will be sought for matters pertaining to legislation and/or policy and procedure >>

The student must:

- *Include two government Acts relevant to the project*
- *Include two organisation policy and procedure relevant to the project*

Accept other relevant legislation than that suggested as the examples.

Legislation that may impact on this project are:

***The Fair Work Act 2009 and the Fair Work Regulations 2009** provide the laws and guidance on employment in the workplace. The Fair Work Ombudsman provides advice and direction based on this legislation about employee/employer workplace rights and obligations.*

***The Privacy Act 1988** outlines the privacy principles to regulate the way in which an organisation and in this case the project, collects, stores, provides access to and discloses personal information. For example, each team member has the right to have their personal The HR department will provide relevant advice to be followed for this project in managing staff entitlements and employing staff from other departments*

The HR department will provide relevant advice to be followed for this project in implementing these policies and managing staff entitlements and employing staff from other departments

All policy and procedure is available from the CBSA intranet website. Relevant policy and procedure to this project may include:

Health and Safety policy and procedure. All team members are required to follow the health and safety policies and procedures and have a duty of care to other team members and employees or external persons visiting the workplace. The CBSA Health and Safety Advisor will provide the procedures needed to be implemented when working as a team in head office, working from home (Adelaide) and setting up the branch office in Adelaide.

Discrimination policy and procedure must be followed by all team members when working with other team members, managers, other staff from departments as needed and external contacts when setting up the branch office in Adelaide. The HR department will provide advice and guidance as needed in relation to this policy

6.3 Impact of legislation, policy and procedure on the project.

<< Describe how relevant policy and procedure may impact on a project >>

The student must describe how relevant policy and procedure may impact on a project

Accept variations of the following.

If the legislation and/or policy and procedure is not followed during project team activities, it could lead to:

- Conflict between team members or external parties
- The project being delayed until legislative requirements and regulations are met
- Some project team members becoming stressed and as a result work productivity is compromised
- Failing to train team members adequately for their role may delay project completion as project tasks are not completed correctly, to the standard required or in full.

7. Managing Staff

<<Outline the purpose and inclusions in this section >>

The student must include a statement about the purpose of this section and what information and guidance will be covered.

Accept variations of the following.

Managing staff effectively is about setting expectations, showing respect, being present and intervening in situations where potential conflict might occur.

This section of the human resource plan then contains guidance on how and when human resources will be acquired; the timeline for when resources need to be released and are required, any training for identified gaps or skill improvement, how performance reviews will be performed and the rewards and recognition system to be used.

7.1 Project team member acquisition

<<Summarise how the project team members have been/will be recruited and selected. Include:

- How project team members **in general** might be recruited and selected (at least four (4) examples) and then explain how this project team was put together
- What to look for in a person who will be part of the project team (at least four (4) things) and what skills and knowledge you would like this project team members to have
- Steps to finalising this project team e.g. who makes final decision, who will be informed or consulted
- Where the team members of this project team will be located during the course of the project
- An overall statement about the acquisition of team members for this project >>

The student must include:

- How project team members might be recruited and selected e.g. roles may be advertised internally and externally, the person might be head hunted, might be part of their general work, past performance

reviews, lessons learnt documents, direct report reviews, 360 degree feedback reviews, requesting secondment or part time commitment from department managers

- How the Adelaide Branch Office Project team was selected e.g. Zane O'Brien (the student) interviewed for position; Paris Morales interviewed for position; looking to recruit remainder part time/flexibly from relevant departments
- When choosing project team what to look for e.g. not basing team selection solely on functional skills but consider personal behaviours and traits as well; availability
- The skills and knowledge the student as project manager might want e.g. knowledge of setting up an office, interest level, working as team member not as individual
- Discussing selection with Project Sponsor and consulting department managers
- Arranging with HR to have the person documented as being part of the team
- An overall outline of statement for this section for the project e.g. For this project, all human resources will be acquired from CBSA head office except for one team member who will work from home in South Australia. There will be no additional outsourcing or contracting over the life of this project. The project manager will negotiate functional support and time needed with relevant department managers. Any resources must be approved by the departmental manager and Project Sponsor before any project work can be commenced. The project team will remain in their own workspace and work environment for this project. Any meetings or training will be arranged in a location as needed and will use Zoom to link in Paris in South Australia.

7.2 Staffing assumptions and constraints

<<Outline the reason why staffing assumptions and constraints should be included in the plan and list two assumptions and two constraints that might affect the successful completion of the project >>

The student must:

- Outline the reason for including staff of the team assumptions and constraints
- List two assumptions
- List two constraints

Accept variations of the following.

The project manager should list the assumptions and constraints related to human resourcing for the project. This process will help when identifying human resource risks that may impact on the project and risk mitigation and/or elimination of risk.

	Assumption	Constraint
Participation by project team members	Two project team members will participant on a full time basis.	
Number of team members to work full time on project	Additional support for particular skilled tasks drawn from CBSA staff at head office as needed	Budget does not allow for outside contractors to be used
Regular working week	The regular working week is 8.00 to 4.00; Monday to Friday = 38 hour week	
Individual or team member learning and development	Funding for learning and development of individual that benefits whole organisation is to come from HR budget Funding is sufficient from project funding for project team learning and development needs	Availability of time where coaching or mentoring may take valuable work time away from an experienced or senior employee so that the team member can be developed in a particular skill or piece of knowledge

Assumptions might include:

- *Staff internal commitments*
- *availability of human resources*
- *project or organisation budget for training and development*
- *project duration*
- *the use of outside contractors*

Constraints might include:

- *Use of outside contractors*
- *Project budget*
- *Policy to use internal training and learning and development options*
- *Human resource availability*
- *Compliance with legislative requirements*
- *Contractual compliance*

7.3 Managing and improving team and individual team performance

<<Summarise how the work performance of the project team is to be monitored and reviewed >>

The student must outline the technique following CBSA policy and procedure that will be used to manage – including monitoring and reviewing – and improve the work performance of the team and individual team members including:

- *The technique to be used e.g. who will conduct the performance review and when it will occur*
- *The appropriate CBSA performance policy and procedure*
- *How the team member will be monitored*
- *How and against what the team member and team will be measured*

Accept variations of the following:

At the beginning of the project, the project manager, in consultation with the team, will communicate to each individual team member all expectations for the team as a whole and for each individual team member.

Throughout the project the project manager will monitor and conduct performance reviews as outlined in the CBSA performance review policy and procedures.

Monitoring of performance will occur through reviews over time, observation and approval of completed tasks.

As the project's life is over twelve months, each team member and the team as a whole will have three reviews, one initial to set,, a mid point review and a final review at the end of the project. The team and individual team member performance will be measured against key performance criteria agreed to at the beginning of the project.

At the end, or during if appropriate or necessary, the project manager will also meet with the appropriate departmental manager and provide feedback on the team member's performance. This will then be included in the departmental manager's performance review of their staff.

7.4 Team member engagement strategy

<<Outline the purpose of an engagement strategy and explain two ways in which the project manager will engage the team and ensure a collaborative and efficient work team >>

The student must include an outline of how the project manager will engage the team.

Accept variations of the following example:

Personal engagement in the project is when the individual team member is emotionally, physically and cognitively invested in their team role and responsibilities and their team. When all team members feel competent and confident in their abilities to meet the team deliverables and goals and have been a part of

the planning and decision making process, they will usually feel more committed to and engaged in the project work (Woods, 2015).

The student may include as ways the project manager can engage the team and team members:

- *Team building activities*
- *Enabling the team to be involved in the process of designing how the project will be delivered, be involved in deciding the roles and responsibilities of each team member and having the freedom to express ideas and make decisions on equipment, furniture, office layout and the actual offices selected for a visit.*
- *Encouraging team members to challenge themselves to undertake tasks they may not normally do and providing the necessary support (mentoring/coaching) to build skill, capability and confidence in own abilities*
- *Being a role model for work engagement showing enthusiasm even when things go wrong and keep strong focus on team deliverables and goals*
- *Increase transparency and communicate regularly*
- *Give regular feedback*

7.5 Skill and knowledge development and training

<<Outline how the competency of team members will be assessed, and the subsequent knowledge and skills developed where gaps are identified.

Identify at least three training and development opportunities for the team and the value/benefit it will add to the team performance.

Identify one training and development opportunity for each individual team member and the value it will add to the individual's performance >>

The student must:

- *Outline how the team and the team members will be assessed to see if there are any gaps in knowledge and skills required for the project*
- *Identify and explain the value of three training opportunities for the team*
- *Identify and explain the value one training opportunity for **each** team member i.e. project manager, business development specialist – Adelaide and the other team members as identified by the student.*

Accept variations of the following.

Team and individual skill and knowledge development will be assessed by matching the team members current skills and knowledge against the skills and knowledge needed over the life of the project (training needs assessment). Additionally, consideration will be given to the development of the team as a whole.

The HR department will assist in completing a training needs analysis for the team and the individuals team members.

Some ideas for knowledge and training opportunities for individuals include:

- *Mentoring: A more experienced team members or a person with the needed skills from another part of the organisation may be able to mentor those who does not have too much experience but have the right attitude and skills.*

Examples of how adds value to the individual as develops their personal attitude to work, work ethic, written skills and/or negotiation skills

- *Online training (formal): CBSA may invest in formal online education for a team member if it can be proved the training will enhance the other duties and tasks assigned to the employee in other roles across the organisation. The funding will come from the HR Department budget.*

Examples of how this training will enhance the individual's work performance is by ensuring they are up to date with legislative requirements, organisational policy and procedure and/or how to complete workplace documents. Team members may do a test at the end and receive a certificate of participation.

Ideas for knowledge and training opportunities for team include:

- *Team workshop: used to give team members the opportunity to interact with other team members to gain new insights and solve problems*

This type of team development develops skills to improve trust between team members (especially since the team does not know each other) and open communication lines to support project goals and deliverables

- *Coaching: On the spot or arranged coaching by the project manager may be employed for the team where a team skill set is required.*

For example, the team may be coached in completing required weekly reports so that all pertinent information is included and the project manager can schedule and budget accordingly and accurately or communication on how to communicate effectively in a team meeting or with other staff internally or externally to the organisation so it reflects well on team and team meets their goals and deliverables

- *Facilitator led classroom training/discussion. The qualified facilitator leads the team to cover specific information such as updates to legislation, completing documentation, changes to health and safety requirements, minimising stress, time management, diversity*

Other ideas students may have include:

- *Simulations, role plays, games or quizzes*
- *Problem solving exercises at a workshop or meeting*
- *On the job learning and study to complete tasks*
- *Job rotations to put new skills into practice*
- *Social learning where team members learn from watching and observing, then imitating and modelling behaviours and/or tasks*
- *Face to face training or one on one training (formal)*

7.6 Conflict resolution process

<<Explain the conflict resolution process, referring to the CBSA policy and procedure for this process >>

The student is to explain the conflict resolution process and refer to the CBSA HR003 Conflict Resolution Policy and Procedure.

7.7 Recognition and rewards

<<Explain why it is important for teams and/or individual team members to be rewarded and recognised and include at least two ideas on how this will occur for this project. >>

The student must include:

- *A statement about the importance of recognition and rewards for teams and team members*
- *Two ideas for recognition and rewards for this project – these should be directly relevant to the project and not a copy and paste from Project A, the website design for CreatePots*

Accept variations of the following.

It is important the project manager recognise and reward their team members for their work as it encourages desirable behaviours and performance. It shows the team members you respect them and appreciate their work, and usually leads to increased productivity, working to a high standard and completing tasks within timelines and budget. It can also motivate the team to work together better and reduce turnover in team members. The behaviours and work ethic of the team will reflect the organisation's culture and may even impact on how other departments and teams work in the future.

This type of project – new branch office in Adelaide – and its scope does not allow monetary rewards. It does allow for cross training across departments as needed.

There are several rewards and recognition ideas planned at the successful completion of the project:

- *A get together (dinner/lunch/drinks) to celebrate the moving into the new office in Adelaide including Paris via Zoom*
- *If a team member goes beyond and above their key performance criteria on an ongoing basis they will receive two tickets to a theatre show or movie theatre*

- *Individual team members if they have excelled and/or met all their deliverables and key performance criteria to the standard required will receive a certificate of thanks at the CBSA monthly staff meetings*
- *Each project team will have their photo taken and included in the CBSA newsletter together with a brief summary of the experiences they got out of being a team member*