



BSBLDR411

# Demonstrate leadership in the workplace

## Assessment 4 of 4

Project



## Assessment Instructions

### Overview

This workplace project assessment requires you to develop a performance plan for your team.

- This assessment is divided into two (2) tasks:
  - Task 1: Involve team in decision making and role play
  - Task 2: Create, implement Team Performance Plan, and gather feedback

To complete this assessment, you will need:

- Computer with internet and email access, and a working web browser
- Installed software: Word, Adobe Acrobat Reader
- Access to MS teams or zoom to conduct the role play
- Access to learning content in the LMS
- Access to the following supporting documents:
  - [Green Leaf Café Professional Development Policy and Procedure](#)
  - [Green Leaf Café Mission, Vision, Values, and Culture](#)
  - [Green Leaf Café Barista Position Description](#)

**Student Guide overall assessment:** Students note, If you have any questions regarding this assessment, you can contact your Assessor for clarification.

## Assessment Information

### Submission

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

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

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

### Reasonable adjustment

Students may request a reasonable adjustment for assessment tasks.

Reasonable adjustment usually involves varying:

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

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

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



Please consider the environment before printing this assessment.

**Instructions:**

Read the following background information and case study carefully and complete the following two (2) tasks.

**Background information**

Green Leaf Café specialises in indigenous vegetarian ‘bush tucker’ and is in inner Brisbane. The Café has been owned by Gary and his wife Rena for the past five years and have a permanent team of five staff including three chefs and two produce growers. They also have 20 casual staff they need to manage, including several part-time students. They rent a large garden plot from which they source most of their produce. They also have an arrangement to source indigenous food ingredients, organic milk, and cheese from boutique farmers outside Brisbane.

You are newly appointed as Front-Of-House Team Leader at Green Leaf Café. One of your responsibilities as Team Leader is managing your team’s performance and development by creating Team Performance Plans.

**Scenario**

As owners of the business, Gary and Rena are keen the Café lives up to its mission: ‘to inspire people to choose a lifestyle that is healthier, sustainable and more compassionate through a plant-based diet’.

They have decided that changing their coffee supplier to Sustainable Futures, an international organisation focussed on building sustainable and ethical trade with developing communities, would be a great way to be sustainable and more compassionate. Since they are going to be changing suppliers, they have also decided that the time is right to expand the range of hot drinks currently offered to include a gourmet range. As the Café’s existing espresso machine is aging and has limited functionality, Gary has decided to replace it with more modern one with increased performance and functionality.

Rena has also noted that there is a requirement in the Barista Position Description for staff to ‘Maintain a high level of knowledge which will enhance the customer experience’. With these changes happening within the Café, it is the perfect time to organise staff training.

The business owners have identified a goal to meet their requirements for sustainable business which is reducing coffee waste by 50% of the overall quantities of coffee made in a day. This will require use of good coffee beans and use sustainable coffee making practices such as accurately measuring coffee beans to be added to the machine to produce required quantities each day, measuring the required quantity of milk and sugar to be used and keeping track of the waste emitted each day.


Rena has asked that you investigate options for training in the following areas:

- Espresso machine operation and maintenance
- Advanced barista skills
- ‘Sustainable Futures’ ethos and how it fits with Green Leaf Café values

\*Rena has asked you to consider if and how any of the training could be completed in-house

Your initial investigation finds that there are three (3) possible options for espresso machine operation and barista skills training:

**Option 1** – The purchase and installation of the new espresso machine from Barista’s Choice Espresso Machine Suppliers, includes complimentary training for three (3) staff members.



### Barista’s Choice Espresso Machine Suppliers


With each espresso machine we provide training for one staff member free of charge. This includes:

- Instruction on how to use your new espresso machine
- Basic maintenance and trouble shooting

Please let your sales representative know if you would like to take up this offer. They will arrange for your staff member to attend a 3hr course in any capital city. Courses run from 9:00am – 12:00pm on the first Tuesday of every month,


\* Please note that that all participants must have intermediate barista skills to complete this course

**Option 2** – The entire Front-Of-House team attends barista training with Southern Cross Barista Training Academy at the Café’s expense



### Southern Cross Barista Training Academy Five Star Barista Training


- Advanced Barista skills for your staff
- Espresso machine use
- Basic maintenance and troubleshooting of espresso machines
- Espresso and milk frothing
- Coffee education
- Coffee art



\$300 pp

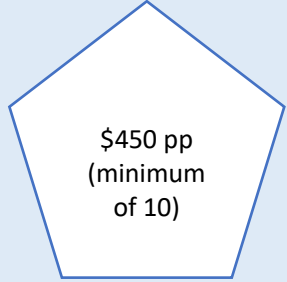
Courses run every weekday from 9:00am – 3:00pm.

**Option 3** – Arrange for the training to happen at Green Leaf Café on a day it is closed



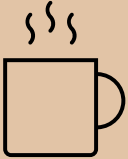
### Onsite Barista Training

- Have your staff trained with minimal disruption to your business
- We come to you at a time that suits you
- Training is completed in one day
- Discuss options of sustainable coffee making and reducing waste by 50%
- All successful participants will be issued with SITHFAB005 Prepare and serve espresso coffee
- Training is with your machine and supplies



\$450 pp  
(minimum of 10)

## Sustainable Futures Coffee Training



### Sustainable Futures Coffee Training Webinar

- About Sustainable Futures
- The environment
- Communities
- Sustainability
- Products
- Complete quiz and become Sustainable Futures Coffee Certified!

1 hour  
webinar  
\$20 pp

### Task 1 - Involve your team in the decision-making process

This task requires you to make an initial assessment of the options provided above, then consult with your team to obtain their feedback

- a) Read through the options above and make an initial assessment of the possibilities. List three (3) pros and cons for each option (make sure you include an assessment of costs and time for each). (Word count approximately 100 words)

**Assessor instructions:** For satisfactory performance, students must at least three (3) pros and cons for each of the three (3) options. They must consider the cost and time required for each option. Sample answers provided in the table below.

	Pros	Cons
Option 1	1. Free (for 3 staff)	1. Travel time to city
	2. No disruption to the Café	2. Relies on person attending to train other team members
	3. Short (3hrs)	3. classes only run once per month
Option 2	1. Runs every day	1. Cost (\$300pp x 20 staff = \$6000)
	2. Includes barista skills	2. Time away from Café
	3. Get everyone trained at once	3. Time may not suit staff

Option 3	1. They come to the café so is very flexible	1. Most expensive option (\$450pp x 20 staff = \$9000)
	2. Receive certificates	2. Staff may not want to come in on day off
	3. Sustainable practices training to reduce coffee waste by 50%.	3. Cost of supplies during training

Which is your preferred option? Explain how you arrived at this choice (include how well the chosen option meets Green Leaf Café's goals) (Word count approximately 50 words)

Example of answer for student's selection of Option 1, reasons are:

- Free
- Quick
- Not disruptive, only one staff member absent

Example of answer for student's selection of Option 2, reasons are:

- Training of staff done in one day
- Not too costly
- Covers all training for staff to make new products (Green Café's objectives)
- But some staff might not be able to attend (drawback)

Example of answer for student's selection of Option 3, reasons are:

- All staff trained at the same time, completed in one day
- minimal disruption to business
- Flexible time
- Sustainable coffee making practice to reduce waste.
- All successful participants will be issued with SITHFAB005 Prepare and serve espresso coffee
- Training is with Green Leaf Café's machine and supplies

All staff to attend Sustainable Futures Coffee Training Webinar

- b) Refer to the risk assessment procedure below and complete a risk assessment on your preferred option according to Green Leaf Café

Green Leaf Café Risk Management Procedure	
Step	Description
<b>Step 1: identify the hazard/s</b>	Identifying hazards involves recognising things which may cause injury or harm to the physical health and wellbeing of a person.

**Step 2: Assess the risk**

The overall process of risk identification, risk analysis and risk evaluation is assessed using the Risk Assessment Form.

**a) Identify risk:** Identifying risk sources, areas of impacts, causes and possible consequences to form a comprehensive list of risks that will negatively or positively affect the organisation’s objectives.

**b) Analyse the risk:** Considering the range of causes, sources of risk, consequences (*refer to the first diagram below labelled 'Consequence'*) and likelihood (*refer to the second diagram below labelled 'Likelihood'*)

**c) Evaluate the risk:** Using the Risk Matrix (*refer to the third diagram below labelled 'Risk Matrix'*) calculate the level of risk by finding the intersection between the consequences and the likelihood. This information from the Risk Matrix will help you identify the risk level/rating and actions (*refer to the fourth diagram labelled 'Risk Level/Rating and Action'*)

**Consequences**

Evaluate the consequences of a risk occurring according to the ratings in the left- hand column

Descriptor	Level	Definition
Insignificant	1	No injury
Minor	2	Injury/ ill health requiring first aid
Moderate	3	Injury/ill health requiring medical attention
Major	4	Injury/ill health requiring hospital admission
Severe	5	Fatality

**Likelihood**

Evaluate the **likelihood** of an incident occurring according to the ratings in the left-hand column

Descriptor	Level	Definition
Rare	1	May occur somewhere, sometimes (“once in a lifetime / once in a hundred years”)
Unlikely	2	May occur somewhere within the Department over an extended period of time
Possible	3	May occur several times across the Department or a region over a period of time
Likely	4	May be anticipated multiple times over a period of time May occur once every few repetitions of the activity or event



<b>Almost Certain</b>	<b>5</b>	Prone to occur regularly It is anticipated for each repetition of the activity of event
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**Risk matrix**

Use the matrix to calculate the level of **risk** by finding the intersection between the likelihood and the consequences

Likelihood	Consequence				
	Insignificant	Minor	Moderate	Major	Severe
<b>Almost Certain</b>	Medium	High	Extreme	Extreme	Extreme
<b>Likely</b>	Medium	Medium	High	Extreme	Extreme
<b>Possible</b>	Low	Medium	Medium	High	Extreme
<b>Unlikely</b>	Low	Low	Medium	Medium	High
<b>Rare</b>	Low	Low	Low	Medium	Medium

**Risk level/rating and actions**

Based on the level of risk you identified in the Risk Matrix determine the appropriate action.

Descriptor	Definition
<b>Extreme:</b>	Notify Workplace Manager and/or Management WHS/OHS Nominee immediately. Corrective actions should be taken immediately. Cease associated activity.
<b>High:</b>	Notify Workplace Manager and/or Management WHS/OHS Nominee immediately. Corrective actions should be taken within 48 hours of notification.
<b>Medium:</b>	Notify Nominated employee, HSR / HSC. Nominated employee, WHS/OHS Representative / HSC is to follow up that corrective action is taken within 7 days.
<b>Low</b>	Notify Nominated employee, HSR / HSC. Nominated employee, HSR / HSC is to follow up that corrective action is taken within a reasonable time.

This information is used to identify the most appropriate control measure to control the risk called the 'Hierarchy of Control Measure'.

**Step 3: Communicate and consult**

Effective communication, consultation and education in risk management are necessary to achieve a successful integration of the risk processes into the organisation.

<b>Step 4: Treat and control risk</b>	The Hierarchy of Control Measures provided below is used to select one or more options for treating and controlling risks including funding and other resource considerations.
<b>Step 5: Monitor and review</b>	Continual monitoring and reviewing of risk profiles are essential to maintain the effectiveness and appropriateness of the treatment applied by management.

**Example of answer for student's selection of Option 1**

List all risks associated with your preferred option

<b>Risk</b> <i>Eg public transport strike</i>	<b>How likely is the risk to occur?</b> <i>Eg 3 - Possible</i>	<b>What are the consequences if it does occur?</b> <i>Eg 3 - Moderate</i>	<b>How can you treat the risk?</b> <i>Eg Drive if possible or re-book another date</i>
Illness	3 - Possible	3 - Moderate	Send a different team member or reschedule
Attendee may not be able to train others satisfactorily	3 - Possible	4 - Major	Choose a team member with training experience
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	
	Choose an item.	Choose an item.	

c) You decide to hold meeting to discuss options with your team.

**Assessor instructions:** For satisfactory performance, students must identify and describe the following questions about their meeting. Sample answers provided in the table below.

This is your first team meeting for Green Leaf Café, so you decide to do some planning beforehand. (Word count approximately 50 words)
What is the purpose of the meeting?
To gather team member feedback on training options for the new espresso machine
What is the context of the meeting?

It is an informal, online, team meeting to gather feedback
Who is your audience?
Green Leaf Café team members
What information do you need to communicate with your audience, how and why?
Will share training provider flyers, provide summary of costs, time frames, share my assessment of the options, discuss sustainable work practices for reducing coffee waste by 50% and ask for team member input

**Role Play instructions:**

This is a role play activity which will require you to collaborate with two (2) other students within the same course. The other students will play the role of Green Leaf Café team members.

You can contact your fellow students via the Discussion Forum. If you are unable to find participants to perform in the roles identified, contact your trainer/assessor via the discussion forum who can discuss options for teaming up with other students to complete Task 2.

During the role play recording, you will be expected to:

- Clearly explain the reason for the meeting
- Explain each of the options available, including the pros and cons of each (from previous table)
- Ask the team to provide feedback to determine if there are any unforeseen impacts on team members or the Café
- Involve all members of your team in the decision-making process.

**Assessor instructions:** For satisfactory performance, students should record all feedback received from team members. Answers should be based on scenario and training options provided above.

Document the feedback you received from your team below. You will use this in the decision-making process in later tasks. (Word count approximately 100 words)

Possible student's answer should include:

- Discussion on pros and cons of each option
- Feedback received from each team member
- Discussion of any impacts (such as staff absences, rostering issues)
- Discussing sustainability goals, implementation, and outcome.
- Evidence of all team members involvement

### Recording Instructions

You must select an appropriate video conferencing application to use, i.e., a smartphone, tablet or personal computer via Microsoft Teams, Zoom, Skype etc. The consultation must be recorded. [maximum length of video recording 10 minutes]

Consent to participate in the recording must be captured for all participants at the start of the meeting. This is achieved by the student reading the following statement at the start of the recording, with all participants replying "I agree" to inform consent.

"This session/presentation is being recorded for assessment purposes for my course with Swinburne Open Education. This recording will be recorded and submitted through my course online learning platform to my Assessor for grading.

As a participant in this session, I confirm I am happy to be included in this recording by stating, "I agree."

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

If participants have not provided consent within the recording, it will not be viewed or marked by the assessor and will need to be redone and resubmitted.

### Observation Form

<b>Student Name:</b>	<b>Assessor must write the student's name e.g., Jane Student</b>
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<b>Name of Workplace/ Organisation:</b>	Assessor must write the name of the workplace/organisation where assessment is conducted e.g. Green Leaf Café		
<b>Task Title</b> <i>Refer to task title.</i>	Assessor must specify the title of task where this observation is applicable. Task 2: Implement team Performance Plan		
<b>Date of Observation:</b>	Assessor must write the date when observation is conducted e.g. XX/XX/20XX		
<b>Did the student demonstrate the following during the consultation?</b>	<b>Yes</b>	<b>No</b>	<b>Overall feedback</b>
Performance evidence			
In the course of developing and implementing the individual performance plan, did the student:			Assessor must provide specific written comments here on the student's performance.
Clearly explain the reason for the meeting			
Explain each of the options available, including the pros and cons of each			
Obtain feedback from all team members			
Involve all members of the team in the decision-making process			
<b>Provide overall feedback on the student's performance and any supplementary feedback to assist the student in addressing any areas of improvement</b>			
Assessor must provide their overall feedback to the student based on their observation of the task.			

### Task 2 – Determine the preferred course of action

- a) Send an email to your team members informing them of your decision. Ensure that you explain the factors you considered (including their feedback) when making your decision. Your final decision may differ to your initial assessment as you have now collected feedback. (Word count approximately 50 words)

**Assessor instructions:** For satisfactory performance, students should record all feedback received from team members. Answers should be based on scenario and training options provided above. Sample answer below is based on option 3, but all options are acceptable.


To	everyone@greenleafcafe.com.au
Cc	
Add a subject: Professional development meeting	
<p>Hi Everyone,</p> <p>Thank you for attending our professional development meeting and for providing feedback on the proposed options. During our meeting the majority of team members indicated that they would prefer option 3. Although this is the most expensive option, we have decided to go with this one as the least disruptive, provides training on sustainable coffee making practice to reduce waste by 50% and provides everyone with a certificate upon completion.</p> <p>Sig Student Name</p>	

- b) Complete the Team Performance Plan below for the Front-Of-House team according to Green Leaf Café Professional Development Policy and Procedure.

**Assessor instructions**

Students must develop a Team Performance Plan for the Front-Of-House team by completing all sections of the Team Professional Development Plan Template. Student must identify three (3) areas for improvement of performance of the employees as per the benchmark answers provided below.

Benchmark answer is provided in the space below.

		<b>Team Performance Plan Template</b>
Team Name	Green Leaf Café's Front-Of-House Team	
Team Leader Name	Student's name	
Date Prepared	XX/XX/20XX	

Planned Implementation Date	XX/XX/20XX
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<p>Areas for improvement</p> <p><i>Identify three (3) areas of performance that the identified employee must improve upon.</i></p>
<ol style="list-style-type: none"> <li>1. Upskilling staff to enable them to use the new espresso machine</li> <li>2. Improve barista skills to include gourmet range</li> <li>3. Knowledge of Sustainable Futures and achieving goal of reducing 50% coffee waste by using sustainable business practices</li> </ol>
<p>Organisational business objectives</p> <p><i>List all areas of your organisation's business objectives that is relevant to each identified area for improvement.</i></p>
<p>They have decided that changing their coffee supplier to Sustainable Futures, an international organisation focussed on building sustainable and ethical trade with developing communities, would be a great way to be sustainable and more compassionate. Since they are going to be changing suppliers, they have also decided that the time is right to expand the range of hot drinks currently offered to include a gourmet range. As the Café's existing espresso machine is aging and has limited functionality, Gary has decided to replace it with more modern one with increased performance and functionality.</p> <p>Rena has also noted that there is a requirement in the Barista Positions Description for staff to 'Maintain a high level of knowledge which will enhance the customer experience'. With these changes happening withing the Café it is the perfect time to organise staff training.</p>

Key Performance Indicators (KPIs)	
Key Performance Indicators	Measure of Performance
	<i>Identify the tool/method/or measure to be used to verify if the KPI was achieved</i>
<p>All Green Leaf Café Front-Of-House staff to be competent in:</p> <ul style="list-style-type: none"> <li>Operating the new espresso machine</li> <li>Making all drinks in the gourmet range</li> </ul>	<p>Successful completion of the selected training</p> <p>Correctly answer all customer questions re: Sustainable Futures</p>
<ul style="list-style-type: none"> <li>The staff understand the sustainability goals of the Café and use sustainable methods for coffee production</li> </ul>	<p>Staff has knowledge of the sustainability goals of the café which is reducing coffee waste by 50% and using sustainable methods such as using good quality coffee beans, using the right ratio of raw materials such as milk and sugar etc to reduce waste.</p>

*Add more rows as necessary*

Action Items		
Action Items	Expected Date of Implementation	Outcome
<p><i>Identify what the employee/s must do to improve their performance.</i></p>		
<ul style="list-style-type: none"> <li>Team Leader to enrol all team members in selected training</li> </ul>	<p>XX/XX/20XX</p>	<p>On successful completion of the selected training Front-Of-House staff will be able to:</p> <p>Operate the new espresso machine</p>



		Make all drinks in the gourmet range Knowledge of Sustainable Futures
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*Add more rows as necessary*

- c) In the space provided below, write a reflection on the processes you worked through to complete the tasks above. You should include
- your decision-making process –briefly describe the process you applied:
    - for reaching the decision on choosing a viable option in Task 1a.
    - assessing risk in line with the chosen option
  - gathering of feedback- briefly describe the process you undertook to gather feedback from the team.
  - the benefit to the Café of your chosen option – briefly describe the benefits to the Café of your chosen option.

**Assessors note:** Benchmark answers are provided below. Students' answers must highlight the touch points in the benchmark answers provided below however, students responses may be individualised and vary based on the options and their reasons for choosing the options.

Possible student's answer should include:

- How you arrived at a decision of analysing the effectiveness of the chosen option in task 1a. (word count approximately 90 words)
  - Investigated the three (3) options for coffee barista operations and training and read their offerings and listed their pros and cons.
  - Conducted a risk analysis by using the risk matrix for the options.
  - Held a team meeting to collaborate with the team and discuss the options and their pros and cons.
  - Involved the team members in the decision-making process by gathering their feedback.
  - Based on the feedback received form team members took the decision of going with the most viable option out of the three options.

Briefly describe the process you undertook to gather feedback. (Word count approximately 115 words)

- Held a meeting with the team members to discuss the pros and cons of all three options
- Asked the team members for their feedback in the team meeting regarding what they think of the options
- Discussed with the team about the sustainability goals of the café to reduce 50% coffee waste.
- Involved the team members in the decision making by seeking their feedback on managing any unforeseen circumstances and listening to their ideas to manage any contingencies should they arise.
- Sent an email back to the team members, clearly communicating with them the chosen option and reasons for choosing the options as per team members suggestions and after weighing the pros and cons.

Briefly describe the benefits of your chosen option for the café. (word count approximately 55 words)

- The training is flexible and least disruptive
- The training will be held in house so saving the travel costs and time for majority of the staff members
- Provides all team members with a completion certificate at the end of the training
- Also aligns with the sustainability goals of reducing coffee waste.

### Assessment Checklist

The student has completed all the tasks requirements <span style="float: right;">✓</span>	
▪ Task 1: Involve team in decision making and role play	<input type="checkbox"/>
▪ Task 2: Create, implement Team Performance Plan and gather feedback	<input type="checkbox"/>

**Congratulations you have reached the end of Assessment 4 -Project** ✓

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