



BSBLDR523

Lead and manage effective workplace relationships

Assessment 3 of 4

Case Study 2

Assessor Guide

Version 1.0 November 2023



Assessment Instructions

Task overview


In this assessment you will need to complete **four (4)** tasks related to the scenario provided.

Read instructions carefully before completing the tasks.

Supporting documents and resources:

To complete the assessment tasks, you will need to access the following:

- CBSA's Code of Ethics (HR005) (available on LMS)
- Legislation, regulations and standards relevant to workplace relationships.

	<p>The following assessment tasks use a simulated business called Complete Business Solutions Australia (CBSA). To complete the assessment tasks, you will access information, templates and workplace documents associated with CBSA.</p> <p>You can access CBSA's website to familiarise yourself with what CBSA does and the services it provides.</p>
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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.

SCENARIO

For the purpose of this assessment, you are Jay Gartner, Business Compliance Specialist at CBSA.

To begin the assessment, read the following email, then complete the tasks that follow:



To: Jay Gartner [jay.gartner@cbsa.com.au]
From: Glenda Williams [glenda.williams@cbsa.com.au]
Date/time: Friday 9:37 a.m.
Subject: Dispute Resolution Procedure

To Jay,

Now that the Employee Code of Conduct has been developed, it has been decided that we should develop a Dispute Resolution Procedure as well. It is hoped that by formalising processes for managing disagreements between staff, we will be able to resolve them in a structured and professional fashion.

Can I please ask you to draft a procedure that includes:

- using the CBSA policy and procedure template
- includes reference to the HR005 Code of Ethics
- a description of the purpose of the Dispute Resolution Procedure
- a step-by-step process for resolving disputes between staff
- reference to at least two (2) pieces of legislation that impact and inform management of workplace relationships.

Please email the draft procedure back to me so I can provide you feedback, before it is sent for final approval.

Kind Regards,

Glenda Williams

Human Resources Manager
300 Fictional Way, Sydney, NSW 2000
Phone: 1800 111 222
www.cbsa.com.au



Task 1

Using the templates provided, draft a Dispute Resolution Procedure and email it to Glenda William, HR Manager for review. The draft must meet the expectations outlined in Glenda's email and it also must include:

- a description of the purpose of the Dispute Resolution Procedure
- a step-by-step procedure of minimum **five (5)** steps detailing how disputes are to be managed in the workplace, including what occurs at each stage of the dispute process. This must include actions to be taken if a resolution cannot be reached and need to be escalated. [Note: You will be resolving a dispute using this procedure in Assessment 4.]
- two [2] pieces of legislation that impact and inform management of workplace relationships.

The email must consist of 2-3 paragraphs and will include professional language and a brief summary of the draft Dispute Resolution Procedure, asking Glenda’s feedback.

Assessor instructions:

In the template provided, student must draft a Dispute Resolution Procedure that includes the following:

- a description of the purpose of the Dispute Resolution Procedure
- reference to the HR005 Code of Ethics
- a step-by-step procedure of minimum **five (5)** steps detailing how disputes are to be managed in the workplace, including what occurs at each stage of the dispute process. This must include actions to be taken if a resolution cannot be reached and need to be escalated.
- two [2] pieces of legislation that impact and inform management of workplace relationships. Legislations can be state-specific or federal.

Student must use appropriate vocabulary, grammatical structure and conventions. Student must also write a 2-3-paragraph email to Glenda William, HR manager to ask for feedback on the draft procedure.

A sample answer is provided below.

EMAIL TEMPLATE	
From:	Jay Gartner [jay.gartner@cbsa.com.au]
To:	Glenda Williams [glenda.williams@cbsa.com.au]
Cc:	<<Add names of carbon copy email recipients here (leave blank if none)>> Student should leave this empty
Bcc:	<<Add names of carbon copy email recipients here (leave blank if none)>> Student should leave this empty
Subject:	<<Add the email's subject here>> E.g., 'Draft Dispute Resolution Procedure' or similar
Attachment:	<<Add attachment's name here>> Draft Dispute Resolution Procedure
<p>Good morning/Good afternoon <<Add recipient(s) here>>, <<Add message here. Add as much space as necessary.>></p> <p>For example:</p> <p>Good morning Glenda,</p> <p>As per your request, I have drafted the Dispute Resolution Procedure, including a 5-step procedure to guide staff. This process also includes actions to be taken if a resolution cannot be reached and need to be escalated. Please find the draft procedure attached.</p> <p>Please review the draft at your earliest convenience and provide feedback, so I can make any necessary adjustments.</p>	

Kind regards,
Jay Gartner
Business Compliance Specialist

Kind regards,

<<Add your name here>>

<<Add your job position here>>

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222

www.cbsa.com.au



ATTACHMENT:

CBSA POLICY AND PROCEDURE TEMPLATE

<<Add document's title>>

Dispute Resolution Procedure



Purpose:

<<add the document's purpose in about 10-20 words>>

For example: 'This policy and procedure are designed to support employees to resolve issues in a structure and supportive manner.'

Procedure:

<<draft the content of the document in about 120-150 words >>

CBSA staff must follow the values outlined in Code of Ethics, such as be inclusive, be honest, be accountable, be sustainable and be professional).

Steps must be consistent with five of the following:

- Parties should attempt to resolve the issue themselves firstly.
- All parties involved in the dispute meet with a mediator.
- Both parties to agree to the chosen mediator.
- The mediator listens to all parties and clarifies the points of the dispute with all parties.
- The mediator discusses possible solutions aiming for a win-win outcome.
- If possible, all parties negotiate a solution that is agreeable to all, including the mediator.
- Mediator to follow up with both parties to ensure the outcome has been successful.
- If no negotiated decision is possible, escalate a dispute to senior management to determine next steps.

Supporting Legislation:

<<add two supporting legislation>>

Any 2 from the following:

- Fair Work Act 2009
- Work Health and Safety Act 2011 [in NSW, ACT, Qld, NT] / Work Health and Safety Act 2012 [in SA, TAS] / Occupational Health and Safety Act 2004 [in Victoria] / Work Health and Safety Act 2020 [in WA]
- Age Discrimination Act 2004
- Australian Human Rights Commission Act 1986
- Disability Discrimination Act 1992
- Racial Discrimination Act 1975
- Sex Discrimination Act 1984
- Privacy Act 1988

Document Control:

Document Name:	Dispute Resolution Procedure
Organisation:	Complete Business Solutions Australia [CBSA]
Status:	Draft
Approved by:	N/A
Approval Date:	N/A
Proposed Review Date:	N/A

Task 2

Glenda reviewed the draft Dispute Resolution Procedure that you have drafted and she felt that the legislation listed don't necessarily align with dispute management. She suggested you contact Jason Yee, WHS Advisor, and ask him to research whether WHS legislation addresses dispute management requirements.

Using the template provided, write a 2-3-paragraph email to Jason to delegate him the task of researching whether the WHS legislation addresses dispute management requirements, therefore it should be added to the procedure document. Ensure that you delegate this task effectively, confirming responsibilities for fulfilling work tasks.

Assessor instruction:


Student must write an email to Jason Yee, WHS Advisor, to delegate him the task of researching whether the WHS legislation addresses dispute management requirements. Student must follow the steps of effective delegation, such as:

- Explain the context of the task.
- Provide a clear explanation of the task.
- Set a clear and realistic deadline for the task.

In the 2-3-paragraph email student must list the WHS legislation listed in the Dispute Resolution Procedure.

A sample answer is provided below.

EMAIL TEMPLATE	
From:	Jay Gartner (jay.gartner@cbsa.com.au)
To:	Jason Yee (jason.yee@cbsa.com.au)
Cc:	<<Add names of carbon copy email recipients here (leave blank if none)>> Student should leave this empty
Bcc:	<<Add names of carbon copy email recipients here (leave blank if none)>> Student should leave this empty
Subject:	<<Add the email's subject here>> E.g., 'WHS legislation related to dispute management' or similar
Attachment:	<<Add attachment's name here>> Student should leave this empty
Good morning/Good afternoon <<Add recipient[s] here>>, <<Add message here. Add as much space as necessary.>> For example: Good morning Jason, I've been asked to draft a Dispute Resolution Procedure, including a 5-step procedure to guide employees managing disagreements between staff. This process also includes actions to be taken if a resolution cannot be reached and need to be escalated. In the procedure document I listed the following legislation: Fair Work Act 2009 and Work Health and Safety Act 2011. However, our HR Manager wanted to know whether the WHS legislation addresses dispute management requirements. Please conduct a thorough research and email me your findings and recommendations by COB Friday so I can update the Dispute Resolution Procedure. Let me know if you have any further questions. Kind regards, Jay Gartner Business Compliance Specialist Kind regards, <<Add your name here>> <<Add your job position here>> 300 Fictional Way, Sydney, NSW 2000 Phone: 1800 111 222 www.cbsa.com.au	



Task 3

Jason completed the research and confirmed that the WHS Act refers to WHS-related issues, so he recommends you having this listed as part of supporting legislation.

Write an email in the template provided to all CBSA employees outlining the purpose and the key points of the draft Dispute Resolution Procedure and invite them to provide feedback. The email must consist of 3-5 paragraphs and will include professional language and a clear consultation process outlined that you need to

create for collecting feedback on the draft Dispute Resolution Procedure. The process must explain the aspects of the draft you are seeking feedback on, how employees will provide feedback, a proposed deadline and what is going to happen once feedback is provided.

Copy Glenda Williams, HR Manager, and Jason Yee, WHS Advisor in your email by adding their name to the 'Cc' [i.e., 'carbon copy'] section so they can provide further feedback on the supporting legislation if they wish. Note, that Glenda and Jason have already provided feedback on your draft or some aspects of it. Don't forget to attach the draft Dispute Resolution Procedure by writing the document's name in the 'Attachment' section.

Assessor instructions:

Student must write an email to all employees using professional language to invite their feedback on the draft Dispute Resolution Procedure. The 3-5-paragraph email must include:

- Clear consultation process outlined for collecting feedback on the draft Code of Conduct.
- The consultation process must explain:
 - the aspects of the draft the student is seeking feedback on
 - how employees will provide feedback
 - a proposed deadline by when the feedback must be provided by
 - what is going to happen once feedback is provided.
- Have 'Dispute Resolution Procedure' written in the 'Attachment' section of the email template.
- Have Glenda Williams, HR Manager's, and Jason Yee, WHS Advisor's name added to the email template's 'Cc' section.

A sample answer is provided below.

EMAIL TEMPLATE	
From:	Jay Gartner ([jay.gartner@cbsa.com.au])
To:	All staff
Cc:	<<Add names of carbon copy email recipients here (leave blank if none)>> Glenda Williams, Jason Yee
Bcc:	<<Add names of carbon copy email recipients here (leave blank if none)>> Student should leave this empty
Subject:	<<Add the email's subject here>> E.g., 'Consultation for draft Dispute Resolution Procedure' or similar
Attachment:	<<Add attachment's name here>> Draft Dispute Resolution Procedure
<p>Good morning/Good afternoon <<Add recipient[s] here>>, <<Add message here. Add as much space as necessary.>></p> <p>For example:</p> <p>Good morning All,</p> <p>I've been given the task from management to draft a Dispute Resolution Procedure so to assist employees managing disputes in a professional way.</p> <p>Please find attached the draft Dispute Resolution Procedure, review the document and provide feedback in email by COB Friday.</p>	

When reviewing, please provide feedback on the main 5-step procedure and let me know if you feel anything needs to be added. When providing reviewing, please consider whether you think it covers CBSA's expectations and whether you feel comfortable with the content.

Thank you for your contributions, Glenda and Jason. I have included you so you can provide any additional feedback you may have, focusing on the supporting legislation, whether it is all covered sufficiently. Thank you, Jason, for confirming that the WHS Act covers WHS-related disputes and their resolution.

Once I receive feedback, I'll review and address them, make adjustments to the draft if required and submit to senior management for approval.

If you have any questions, please don't hesitate to contact me.

Kind regards,
Jay Gartner
Business Compliance Specialist



Kind regards,

<<Add your name here>>

<<Add your job position here>>

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222

www.cbsa.com.au

Task 4

At the end of the consultation, you have received the following feedback from employees:

- The HR manager, Glenda, suggested to dedicate a section to relevant policies and procedures where you should list the following:
 - CF003 Access, Equity and Anti-Discrimination Policy
 - HR005 Code of Ethics
 - IM003 Communication Policy & Procedures
 - IM004 Health and Safety Policy & Procedures
- Some employees wanted to know whether they must report disputes and conflicts to direct managers or they can contact the HR manager directly.
- The HR Manager thanked you for your effort in collaborating with all employees and suggested to add that employees can contact Fair Work Ombudsman for assistance. However, all employees should try to solve their conflicts directly with the people involved or seek higher management's assistance if required. She mentioned that she is happy to personally support employees with their conflicts and disputes if needed.

Review and evaluate the feedback provided, then write an email to Henry Thomas, Governance Manager, to summarise the consultation's outcome, list the modifications made and to send the updated Dispute Resolution Procedure for approval.

In your 3-5-paragraph email:

- summarise the consultation's outcome
- include any issues raised during the consultation that may need senior management's input or approval
- address the HR Manager's feedback and comment.

Don't forget to attach the draft procedure by copying the **updated** draft Dispute Resolution Procedure after the email template. The updated Dispute Resolution Procedure should incorporate employees' suggestions.

Assessor instructions:

Student must write a 3-5-paragraph email to Henry Thomas, Governance Manager to:

- summarise the consultation's outcome
- include any issues raised during the consultation (i.e., whether employees must report disputes and conflicts to direct managers or they can contact the HR manager directly)
- address the HR Manager's feedback (i.e., to include relevant policies and procedures and to add that employees can contact Fair Work Ombudsman for assistance. However, all employees should try to solve their conflicts directly with the people involved or seek higher management's assistance if required. The HR Manager is willing to support employees with their conflicts and disputes if needed.).

Student must copy the draft Dispute Resolution Procedure after the email as attachment and update it, making the modifications based on the consultation.

A sample answer is provided below.

EMAIL TEMPLATE	
From:	Jay Gartner (jay.gartner@cbsa.com.au)
To:	Henry Thomas (henry.thomas@cbsa.com.au)
Cc:	<<Add names of carbon copy email recipients here (leave blank if none)>> Student should leave this empty
Bcc:	<<Add names of carbon copy email recipients here (leave blank if none)>> Student should leave this empty
Subject:	<<Add the email's subject here>> E.g., 'Draft Dispute Resolution Procedure for approval' or similar
Attachment:	<<Add attachment's name here>> Draft Dispute Resolution Procedure
Good morning/Good afternoon <<Add recipient(s) here>>, <<Add message here. Add as much space as necessary.>> For example: Good morning Henry, As per the HR manager's request, I've drafted a Dispute Resolution Procedure to assist employees with dispute resolution. Glenda reviewed the procedure and suggested to ask the HR Advisor, Jason, whether the WHS legislation addresses dispute management requirements. He confirmed that the WHS Act relates to WHS-related disputes. I sent out the draft Dispute Resolution Procedure to all employees for review and they provided feedback and suggestions.	

I made adjustments to the initial draft to incorporate everyone's feedback on the procedure. As per Glenda's feedback, I've added relevant policies and procedures as well.

Some employees wanted to know whether they should try to solve their conflicts directly with the people involved or seek higher management's assistance if required. The HR Manager is willing to support employees with their conflicts and disputes if needed, so I've added this to the procedure. However, I would appreciate if you could also provide some guidance around this. Glenda also requested to have the Fair Work Ombudsman added to the procedure, so employees aware of this. However, she stated that employees should try to solve their disputes internally.

Let me know what you think and if I should make any adjustments to the Dispute Resolution Procedure. Also, please advise on what's the next step from here.

Kind regards,
Jay Gartner
Business Compliance Specialist

Kind regards,

<<Add your name here>>

<<Add your job position here>>

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222

www.cbsa.com.au



ATTACHMENT

CBSA POLICY AND PROCEDURE TEMPLATE

<<Add document's title>>

Dispute Resolution Procedure



Purpose:

<<add the document's purpose in about 10-20 words>>

For example: 'This policy and procedure are designed to support employees to resolve issues in a structure and supportive manner.'

Procedure:

<<draft the content of the document in about 120-150 words>>

CBSA staff must follow the values outlined in Code of Ethics, such as be inclusive, be honest, be accountable, be sustainable and be professional].

Steps must be consistent with five of the following:

- Parties should attempt to resolve the issue themselves firstly.
- All parties involved in the dispute meet with a mediator.
- Both parties to agree to the chosen mediator.

- The mediator listens to all parties and clarifies the points of the dispute with all parties.
- The mediator discusses possible solutions aiming for a win-win outcome.
- If possible, all parties negotiate a solution that is agreeable to all, including the mediator.
- Mediator to follow up with both parties to ensure the outcome has been successful.
- If no negotiated decision is possible, escalate a dispute to senior management to determine next steps.

Employees are encouraged to contact the HR Manager for assistance in case they can't resolve their disputes directly with the person involved. Alternatively, employees can also contact Fair Work Ombudsman for assistance.

Supporting Legislation:

<<add supporting legislation>>

Any 2 from the following:

- Fair Work Act 2009
- Age Discrimination Act 2004
- Australian Human Rights Commission Act 1986
- Disability Discrimination Act 1992
- Racial Discrimination Act 1975
- Sex Discrimination Act 1984
- Privacy Act 1988

Students must add the WHS Act as per Jason's recommendations: Work Health and Safety Act 2011 [in NSW, ACT, Qld, NT] / Work Health and Safety Act 2012 [in SA, TAS] / Occupational Health and Safety Act 2004 [in Victoria] / Work Health and Safety Act 2020 [in WA]

Supporting Policies and Procedures:

- CF003 Access, Equity and Anti-Discrimination Policy
- HR005 Code of Ethics
- IM003 Communication Policy & Procedures
- IM004 Health and Safety Policy & Procedures

Document Control:

Document Name:	Dispute Resolution Procedure
Organisation:	Complete Business Solutions Australia (CBSA)
Status:	Draft
Approved by:	N/A
Approval Date:	N/A
Proposed Review Date:	N/A

Assessment checklist:

Students must have completed all questions within this assessment before submitting. This includes:

Task 1	Draft Dispute Resolution Procedure and email it to HR Manager	<input type="checkbox"/>
Task 2	Write email to WHS Advisor to delegate task	<input type="checkbox"/>
Task 3	Write email to all staff to collect feedback on draft	<input type="checkbox"/>
Task 4	Write email to Governance Manager to summarise feedback collected and attach updated Dispute Resolution Procedure	<input type="checkbox"/>



Congratulations you have reached the end of Assessment 3!

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