Colab

BSBPMG534 **ASSESSOR GUIDE**

Manage project human resources

Assessment 1 of 7

Short answer questions

Version 1.0

Assessment Details

Task overview

This assessment task consists of 12 short answer questions. Read each question carefully before typing your response in the space provided.

Additional resources and supporting documents

To complete this assessment, you will need:

- Access to your learning materials
- Access to a computer and internet
- Access to Microsoft Word (or a similar program)

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.

Question 1

The following questions are about behavioural interviewing used in the selection process.

    a)   Provide an explanation of the behavioural interviewing technique used during the selection process. Approximate word count: 40 words

    b)   Provide one example of a behavioural interviewing question that you could use if you were interviewing for a Project Officer position.

[Approximate word count: 20 words]

Assessor instructions: Students must demonstrate knowledge of behavioural interviewing as an HRM interviewing technique.

Students can provide different examples of an interview question but must demonstrate the application of behavioural questioning by seeking the candidate to explain their previous experience applied to a situation.

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a) Behavioural interviewing is an HR technique used to determine whether a candidate has the required skills and knowledge for the role. It requires the candidate to speak about their actual experience, which is a good indicator of future behaviour.

b) Examples of interview questions will vary for each student but must demonstrate the application of the behavioural method to seek information from the candidate about their experience applied to a situation. For example, describe your responsibilities in a project and how you worked as part of a team to achieve the objectives. Provide an example of a conflict situation at work and the actions you took to resolve the situation.

Question 2

What is a WBS, and how is it used to manage project human resources?

[Approximate word count: 50-60 words]

Assessor instructions: Students must demonstrate knowledge of WBS and how it is applied to human resource management. A benchmark is provided below.

A WBS is developed as part of the initial project planning and provides information about the project skill sets and roles required. These project skills and roles might include support staff, like an administrative assistant or a team leader, to support you in managing the team, as well as specialised staff allocated to specific project roles or tasks.

Question 3

Explain how a GANTT chart is used to manage project human resources.

[Approximate word count: 50-60 words]

Assessor instructions: Students must demonstrate knowledge of a GANTT chart as an HRM method, technique and tool.

On your GANTT chart project schedule/plan, you can easily have a column adjacent to the task list into which you can insert the relevant project team member's name.
The Gannt chart is used to show:
- Start and finish dates of tasks
- Duration of each task
- Dependencies of tasks
- Assigned tasks (responsibilities)

Question 4

Complete the table below to define a RACI chart and explain how it is developed.

[Approximate word count: 50-60 words]

Assessor instructions: Students must demonstrate knowledge of the HRM method and tool of RACI.

Method	Definition	How is it developed?
RACI	RACI chart elements include: Responsible – the person responsible for making sure that the right things happen at the right time Accountable – A person is accountable and is the owner for ensuring that something gets done correctly Consult – These are the people who need to be consulted. They provide their inputs into the task Inform – There are people who need to be kept informed about the progress of the task.	To create a RACI chart, list all of the major tasks or milestones in the left-hand column and all of the stakeholders across the top row. For each task, identify R, A, C or I for the level of involvement of each stakeholder.

Question 5

Complete the table below to explain what is a training needs analysis and how it is conducted.

Approximate word count: 50-60 words

Assessor instructions: Students must demonstrate knowledge of HRM method and tool and training needs analysis.

Method	Definition	How can you conduct a TNA?
Training needs analysis (TNA)	A TNA identifies the knowledge, skills and attitudes required of workers and compares them to the actual knowledge, skills and attitude. The gap identifies the training need.	Identify knowledge, skills and attitude required by examining position descriptions, employee and employer feedback, observation and project planning documents. The actual knowledge, skills and attitudes of individuals and teams to identify the gap can be identified through one-on-one meetings, management meetings, feedback from clients and stakeholders, reviewing complaints register and monitoring tasks and performance issues.

Question 6

The following questions are about performance management and ways to improve an individual's performance.

a) List the typical steps used in performance management. Approximate word count: 50-60 words
b) Explain how key performance indicators can be used to measure an individual's performance against agreed criteria.
c) You need to conduct a performance counselling session. Explain the techniques you would use if a worker was underperforming.

Assessor instructions: Students must demonstrate knowledge of performance management as part of human resource methods, techniques and tools

a]
Step 1 – The project manager and team members collaboratively establish performance standards
Step 2 – The project manager communicates performance standards and checks that there is a common understanding of what has been agreed upon and expected
Step 3 - The project manager and team members gather performance data over a period of agreed time
Step 4 - The project manager and team member discuss the results in a formal performance review session or interview

b) Key Performance Indicators [KPIs] are indicators of progress towards an intended result. KPIs are commonly used in projects and are linked to the project objectives. For each Project Officers role or for an overall project, KPIs should be given as a way to gauge and compare the performance of desired performance with actual performance.

c]The student must identify techniques to address underperformance. A benchmark answer is provided below.
- Provide clear and concise information about the unacceptable behaviour/performance
- Provide clear information about the workplace expectations and performance
- Develop solutions together for improvement. Improvement strategies might involve:
  - Further training
  - Adjusting duties
  - Agreement to meet performance expectations
  - Monitoring workplace performance
  - Scheduling a follow-up review meeting date
- Document the conversation, agreed outcomes, and all meeting participants should sign the minutes

Question 7

The following questions are about reward and recognition systems used to manage project human resources.

a) List three informal rewards and three formal rewards that can be included in an organisation's reward and recognition systems.
b) What is the purpose of a recognition and reward system?

[Approximate word count: 50-60 words]

Assessor instructions: Students must demonstrate knowledge of recognition and rewards as part of human resource methods, techniques and tools

The student must list three informal rewards and can include any three of the following:
- Verbal acknowledge and thank you to the project team member
- Letting other people and management know of the achievements
- Team lunches
- Small gifts such as movie vouchers, flowers, gift baskets
- Certificates

The student must list three formal rewards and can include any three of the following:
- Bonus or monetary reward
- Shares
- Scholarships
- Job promotion
- Trophy
- Formal celebration

The purpose of a recognition and reward systems is to:
- Motivate employees to achieve key performance indicators and outcomes

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Question 8

Complete the following table to provide an explanation of the following training methods and provide one example of how this training method could be used in the workplace.

[Approximate word count: 50-60 words]

Assessor instructions: Students must demonstrate knowledge of relevant training and development methods

Training method	Description	Example of training method used in the workplace to upskill workers
Instructor-led training	Instructor-led training can also be called classroom-based training. An experienced facilitator provides training to the learners and is able to answer questions from learners. Instructor-led training is sometimes more expensive, and it requires learners to be away from their work distractions to focus on new learnings.	One example must be provided, and answers will vary for each student. Examples could include and are not limited to: • management training • customer service • workplace induction • safety training
E-learning	E-learning is a great option for shift workers or if minimal disruption to work is required. Workers can complete e-learning at their own pace by accessing electronic media or the internet.	One example must be provided, and answers will vary for each student. An example could include and is not limited to: • WHS induction • Management training • Customer service
On-the-job training	On-the-job training allows a worker to learn new skills whilst working. The worker gets fist hand experience at applying workplace procedures and skills to complete their daily tasks. Often on-the-job training is given to a new employee by a supervisor or another employee that performs the same job role.	One example must be provided, and answers will vary for each student. Examples could include and are not limited to: • Using a machine • Using technology such as a payroll system • Applying customer service procedure
Coaching	A workplace coach provides training to develop skills in a specific area.	One example must be provided, and answers will vary for each student. Examples could include and are not limited to: • Completing financial reports

		• Dealing with conflict
Mentoring	A mentor involves a more experienced person sharing their knowledge and experience with another worker. A mentor supports the person by providing coaching or refers the worker to someone who can best guide them with their answer. A mentor provides advice, support and training for the worker to achieve their goals.	One example must be provided, and answers will vary for each student. An example could include and is not limited to: • management training • customer service • dealing with workplace problems

Question 9

Scenario: Some of the members of the project team also work in other business departments within the organisation. They have been assigned to your project on a part time basis. In the last month, their managers have increased the workload of the team members. This is causing resource conflict that is impacting on both the morale and standard of work being produced by the team members and the overall productivity of the team. The team members are conflicted as to where their loyalty lies. A couple of your team members are getting fatigued as they are working longer hours yet don't seem to be finishing any one task either for the project or for their department. You are at the stage where you think the resourcing issue may even stall the project and it may not be completed as scheduled, and you are seriously worried about a team member who you feel will end up taking sick leave due to stress.

List the steps to manage intra-project conflict.

[Approximate word count: 50-60 words]

Assessor instructions: Students must demonstrate knowledge of procedures for conflict resolution.

Step 1: Acknowledge the conflict
Step 2: Establish ground rules
Step 3: Establish common ground and shared goals
Step 4: Separate the problem from the people
Step 5: Share information related to the conflict
Step 6: Explore solutions to the issue
Step 7: Evaluate solutions and try to come up with a win-win
Step 8: Select an agreed solution
Step 9: Share the solution with stakeholders and the project team

Question 10

List the factors to be considered when determining the best approach to manage conflict.

[Approximate word count: 50-60 words]

Assessor instructions: Students must demonstrate knowledge of procedures for conflict resolution.

Factors that may determine how you approach conflict resolution may include some of the following:
• assessing the importance and impact of the conflict
• the amount of time you have to resolve the conflict
• the opinions of team members involved in the conflict
• each team member's motivation to resolve conflict, both long and short-term

Question 11

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What are the 5Ws of communication and how does this apply to communication, counselling and conflict management?

[Approximate word count: 50-60 words]

Assessor instructions: Students must demonstrate knowledge of the procedure to prepare for communication, counselling and conflict resolution using the 5Ws.

The 5Ws include:
- Why are you communicating?
- What do you want to communicate?
- When will you communicate?
- Where or how will you communicate?
- Who will you communicate with?

The 5Ws can be used to develop a communication management plan to ensure clear messages are communicated using a planned approach which is most suitable for the target audience. These questions help the project manager to plan for a discussion prior to communicating, counselling and addressing conflict.

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

1	11 short answer questions to be completed in the spaces provided.	☐

Congratulations you have reached the end of Assessment 1

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