



BSBLDR523

ASSESSOR GUIDE

## Lead and manage effective workplace relationships

Assessment 4 of 4

Case Study

## Assessment Instructions

### Task overview


In this assessment you will need to resolve the conflicts regarding the **two (2)** scenarios provided and complete the related tasks.

Read instructions carefully before completing the tasks.

### Supporting document:

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

- CBSA's Dispute Resolution Procedure [developed in Assessment 3]

|  |   |
|--|---|
|  | <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 <a href="#">CBSA's website</a> to familiarise yourself with what CBSA does and the services it provides.</p> |
|--|---|



## 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 1

A number of your colleagues have reported that two CBSA colleagues, Tina and Tam, appear to be involved in some kind of personal dispute. What started as avoiding each other has escalated to the point where they have had arguments in the office and now refuse to talk to or work with each other. This is impacting CBSA's productivity and is also making other colleagues feel uncomfortable.

As they are your direct reports, you have spoken individually to both Tina and Tam to try to understand what is causing this issue. In your discussion with Tina, she advised:

1. **Until recently, Tam was dating Tina's sister, Andrea. According to Tina, Tam caused a great deal of upset to her sister when he ended the relationship.**
2. Tina says although she is not happy with Tam, she was prepared to be professional in the workplace. Still, having overheard Tam talking about Andrea in a negative fashion with another colleague, she felt compelled to defend her sister.
3. Tina thinks Tam has been slacking off at work as he is spending a lot of time with his new girlfriend. Tina **is feeling resentful as not only is she upset about Tam's treatment of her sister, but she also has to pick up the workload.**

In your discussion with Tam, he advised:

- **his relationship with Andrea is none of Tina's business, and she keeps trying to talk to him at work about how bad Andrea is feeling**
- Tam also wanted to keep things professional at work, but Tina has been unable to do so
- he has been asked to work on an extra project by Graeme Stead, and this means some of his regular duties have been delegated to Tina. Tina seems to think this is somehow connected to his breakup with Andrea, but that is not the case.

## TASK 1

In accordance with the Dispute Resolution Procedure developed in Assessment 3, identify and address workplace relationship issues outlined in Scenario 1. You will need to solve the conflict via email. You may choose to email Tina and Tam individually or send one email to both of them using the template provided. (If you choose to send separate emails, you will need to duplicate the email template provided.)

Your email should consist of 3-5 paragraphs, and you will need to:

- support Tina and Tam in solving the dispute.
- plan how to address difficulties.
- follow the steps outlined in the Dispute Resolution Procedure you developed in Assessment 3. Ensure that you include actions to be taken if the issue needs to be escalated.
- establish ways in which the agreed outcome/resolution will be monitored.
- provide guidance, counselling, and support in an attempt to resolve the issue and motivate others.
- adapt personal communication style to build trust and positive working relationships and to support others.

When filling out the email template, it is enough to write the names of the sender/recipient. You can use your own name in this assessment task. For this assessment task, your job title is Manager.

## Assessor Instructions:

In the template provided, students must write, individually or collectively, a 3-5-paragraph email to Tina and Tam to:

- identify and address issues in the workplace relationships. This includes responding in line with the scenario and mediating between both parties, such as:
  - promoting collaboration between both parties
  - engaging and motivating each party to seek a response
  - ensuring both parties have the opportunity to communicate freely
  - evaluating options for resolution
  - communicating agreed outcomes and follow-up actions.
- support Tina and Tam in solving the dispute.
- plan how to address difficulties.
- follow the steps outlined in the Dispute Resolution Procedure developed in Assessment 3. This must include:
  - describing the steps/actions contained within their procedure
  - following steps within their procedure, such as:
    - mediating a discussion between parties
    - proposing and agreeing to a resolution
  - describing what may have already happened under this procedure (i.e. meeting 1:1 with each person, speaking to witnesses, etc.)
  - describing what will happen after the meeting (i.e. providing a written summary of the meeting and outcomes).
- establish ways in which the agreed outcome/resolution will be monitored. This may include:
  - meeting again after a period of time to discuss whether the agreed resolution has stuck
  - checking in from time to time with each party
  - observing behaviour and demeanour in the office
  - checking with other staff members.
- provide guidance, counselling and support in an attempt to resolve the issue and motivate others.
- adapt personal communication style to build trust and positive working relationships and to support others
- play a lead role in collaboration, support and facilitation. This may include:
  - explaining the process clearly
  - ensuring both parties have the opportunity to tell their side of the story
  - communicating clearly and calmly
  - looking for points of agreement.

A sample answer is provided below.

| EMAIL TEMPLATE |   |
|----------------|---|
| From:          | <<Add your name here>><br><b>Student's name</b>   |
| To:            | <<Add email recipient/s here here>><br>Tina, Tam (If the student decides to write individual emails, then the recipient should be either Tina or Tam) |
| Cc:            | <<Add names of carbon copy email recipients here (leave blank if none)>><br><b>Students should leave this empty</b>                                   |

|  |  |
|--|--|
| Bcc:   | <<Add names of carbon copy email recipients here (leave blank if none)>><br>Students should leave this empty |
| Subject:   | <<Add the email's subject here>><br>E.g., 'Dispute resolution' or similar                                    |
| Attachment:  | <<Add attachment's name here>><br>Students should leave this empty   |
| <p>Good morning/Good afternoon &lt;&lt;Add recipient(s) here&gt;&gt;,<br/>&lt;&lt;Add message here. Add as much space as necessary.&gt;&gt;</p> <p>For example:</p> <p>Good morning Tina and Tam,</p> <p>Thank you for making the time to meeting with me last week to talk about your personal conflict. As agreed, you need to maintain a professional relationship at work and not let your personal conflict impact your performance at work. Tam is working on an extra project and he is determined to concentrate on his tasks at work.</p> <p>Tina, I understand this situation is hard for you, and you may find it harder emotionally to cope with seeing Tam at work while your sister is not well. To support you in this emotional time, I suggest you take some time off work to calm down and be with your sister to support her if she needs it. <b>Don't forget about the Employee Assistance Program (EPA)</b> that we have available for employees, where you can find some useful resources or chat with a councillor to maintain your mental and emotional well-being. <b>I'm sure that after a few days off you will be able to return to work and continue the amazing work you do, professionally as always.</b></p> <p>Tam, let me know if you need any support from me to perform your duties at the usual level.</p> <p>Thank you to both of you for your professionalism and your dedication to work. I am sure we can overcome any challenges together as a team. CBSA and I are here to support you.</p> <p><b>I'm proposing a follow-up meeting with both of you in a few weeks' time to see how you are doing.</b></p> <p>Let me know if you have any further questions.</p> <p>Kind regards,</p> <p>&lt;&lt;Add your name here&gt;&gt;<br/>&lt;&lt;Add your job position here&gt;&gt;<br/><b>Student's name</b><br/>Manager</p> <p>300 Fictional Way, Sydney, NSW 2000<br/>Phone: 1800 111 222<br/><a href="http://www.cbsa.com.au">www.cbsa.com.au</a></p> |  |



## TASK 2

Following your email sent as part of Task 1, Tina decided to take 2 days of annual leave for her mental wellbeing. Using the email template provided, write a follow-up email of 2-3 paragraphs to check in with Tina and Tam to ensure they are settled after the conflict now that Tina has returned to work.

When filling out the email template, it is enough to write the names of the sender/recipient. You can use your own name in this assessment task. For this assessment task, your job title is Manager.

### Assessor Instructions

In the template provided, the student must write a 2-3-paragraph email to Tina and Tam to ensure they are settled after the conflict.

A sample answer is provided below.

| EMAIL TEMPLATE   |  |
|--|--|
| From:  | <<Add your name here>><br>Students name  |
| To:  | <<Add email recipient/s here here>><br>Tina, Tam   |
| Cc:  | <<Add names of carbon copy email recipients here (leave blank if none)>><br>Students should leave this empty |
| Bcc:   | <<Add names of carbon copy email recipients here (leave blank if none)>><br>Students should leave this empty |
| Subject:   | <<Add the email's subject here>><br>E.g., 'Check-in' or similar  |
| Attachment:  | <<Add attachment's name here>><br>Students should leave this empty   |
| <p>Good morning/Good afternoon &lt;&lt;Add recipient(s) here&gt;&gt;,<br/><br/>&lt;&lt;Add message here. Add as much space as necessary.&gt;&gt;</p> <p>For example:</p> <p>Good morning Tina and Tam,<br/><br/>Hope this finds you both well.</p> <p>Tina, welcome back, I hope you had a nice break and you are ready to return to work.</p> <p>Tam, I hope you are still managing the project well.</p> <p>Let me know if any of you need any support with anything.</p> <p>Kind regards,</p> <p>&lt;&lt;Add your name here&gt;&gt;<br/>&lt;&lt;Add your job position here&gt;&gt;<br/>Student's name<br/>Manager</p> |  |



300 Fictional Way, Sydney, NSW 2000  
Phone: 1800 111 222  
[www.cbsa.com.au](http://www.cbsa.com.au)



### TASK 3

It's been a month since your follow-up email. You had a casual chat individually with both Tina and Tam, and they seem to be all right. Their closest colleagues have also confirmed that both Tina and Tam are performing well and focusing on their tasks. Write a brief, 1-2-paragraph email to Tina and Tam, confirming that you are pleased with their performance after their conflict.

When filling out the email template, it is enough to write the names of the sender/recipient. You can use your own name in this assessment task. For this assessment task, your job title is Manager.

Assessor instructions:

In the template provided, the student must write a 1-2-paragraph email to Tina and Tam to ensure they are settled after the conflict.

A sample answer is provided below.

| EMAIL TEMPLATE   |  |
|--|--|
| From:  | <<Add your name here>><br>Students name  |
| To:  | <<Add email recipient/s here here>><br>Tina, Tam   |
| Cc:  | <<Add names of carbon copy email recipients here (leave blank if none)>><br>Students should leave this empty |
| Bcc:   | <<Add names of carbon copy email recipients here (leave blank if none)>><br>Students should leave this empty |
| Subject:   | <<Add the email's subject here>><br>E.g., 'Check-in' or similar  |
| Attachment:  | <<Add attachment's name here>><br>Students should leave this empty   |
| <p>Good morning/Good afternoon &lt;&lt;Add recipient(s) here&gt;&gt;,<br/>&lt;&lt;Add message here. Add as much space as necessary.&gt;&gt;</p> <p>For example:</p> <p>Good morning Tina and Tam,</p> <p>Hope this finds you both well. I just wanted to send you a quick email to say that I am very pleased with your performance. It's great to have such great professionals in our team.</p> <p>Let me know if any of you need any support with anything.</p> <p>Kind regards,</p> <p>&lt;&lt;Add your name here&gt;&gt;<br/>&lt;&lt;Add your job position here&gt;&gt;<br/>Student's name<br/>Manager</p> <p>300 Fictional Way, Sydney, NSW 2000</p> |  |



Phone: 1800 111 222  
[www.cbsa.com.au](http://www.cbsa.com.au)

## SCENARIO 2

You are the leader of a team of **six (6)** employees. Indira is one of your team members and has come to you to make a complaint about another team member, Paul.

Indira is upset that Paul regularly excludes her from team discussions and messages. In a most recent example, Paul was heading out to get coffee for the team and asked everyone for their order except Indira. Indira has also overheard Paul mocking Indira's accent and commenting that her home-packed lunches 'look and smell like dog food'.

You have spoken with Paul, who attempted to brush it off, saying that he didn't ask Indira about coffee because 'he didn't think she was a coffee drinker' and that her lunches do smell bad and he wasn't racist, just making an observation.

Despite explaining to Paul that Indira and others find his behaviour offensive, Paul has so far refused to see things from Indira's point of view. He feels that she is being overly sensitive and should stop being 'such an immigrant'.

### Task 1

In accordance with the Dispute Resolution Procedure developed in Assessment 3, identify and address workplace relationship issues outlined in Scenario 2. You will need to solve the conflict via email. You may choose to email Indira and Paul individually or send one email to both of them using the template provided. (If you choose to send separate emails, you will need to duplicate the email template provided.)

Your email must consist of 3-5 paragraphs, and you will need to:

- support Paul and Indira in solving the dispute in a culturally sensitive way.
- plan how to address difficulties.
- follow the steps outlined in the Dispute Resolution Procedure developed in Assessment 3. Ensure that you include actions to be taken if the issue needs to be escalated.
- establish ways in which the agreed outcome/resolution will be monitored.
- provide guidance, counselling and support in an attempt to resolve the issue and motivate others.
- adapt personal communication style to build trust and positive working relationships and to support others.

When filling out the email template, it is enough to write the names of the sender/recipient. You can use your own name in this assessment task. For this assessment task, your job title is Manager.

### Assessor Instructions

In the template provided, students must write, individually or collectively, a 3-5-paragraph email to Indira and Paul to:

- identify and address issues in the workplace relationships. This includes responding in line with the scenario and mediating between both parties, such as:
  - promoting collaboration between both parties
  - engaging and motivating each party to seek a solution

- ensuring both parties have the opportunity to speak freely
- evaluating options for resolution
- communicating agreed outcomes and follow-up actions.
- support Indira and Paul in solving the dispute.
- plan how to address difficulties. For example, this can include organising cultural awareness training or setting up regular events to celebrate the different cultures at the workplace.
- follow the steps outlined in the Dispute Resolution Procedure developed in Assessment 3. This must include:
  - describing the steps/actions contained within their procedure
  - following steps within their procedure, such as:
    - mediating a discussion between parties
    - proposing and agreeing to a resolution
    - describing what may have already happened under this procedure (i.e. meeting 1:1 with each person, speaking to witnesses, etc.)
    - describing what will happen after the meeting (i.e. providing a written summary of the meeting and outcomes).
    - If the issue is not solved, explain to Indira that it is her right to contact the HR Manager or take the issue to Fair Work Australia.
- establish ways in which the agreed outcome/resolution will be monitored. This may include:
  - meeting again after a period of time to discuss whether the agreed resolution has stuck
  - checking in from time to time with each party
  - observing behaviour and demeanour in the office
  - checking with other staff members.
- provide guidance, counselling and support in an attempt to resolve the issue and motivate others.
- adapt personal communication style to build trust and positive working relationships and to support others
- play a lead role in collaboration, support and facilitation. This may include:
  - explaining the process clearly
  - ensuring both parties have the opportunity to tell their side of the story
  - communicating clearly and calmly
  - looking for points of agreement.

A sample answer is provided below.

| EMAIL TEMPLATE |   |
|----------------|---|
| From:          | <<Add your name here>><br>Students name   |
| To:            | <<Add email recipient/s here here>><br>Indira, Paul (If the student decides to write individual emails, then the recipient should be either Indira or Paul) |
| Cc:            | <<Add names of carbon copy email recipients here (leave blank if none)>><br>Students should leave this empty  |
| Bcc:           | <<Add names of carbon copy email recipients here (leave blank if none)>><br>Students should leave this empty  |
| Subject:       | <<Add the email's subject here>><br>E.g., 'Dispute resolution' or similar   |
| Attachment:    | <<Add attachment's name here>><br>Students 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 Indira and Paul,

I'm writing regarding the recent conflict between the two of you. After talking to both of you separately, I have decided to summarise the situation in an official email and outline a possible process to solve this dispute.

Paul, I need you to consult CBSA's Code of Ethics and Code of Conduct, with a focus on inclusivity and professionalism. I understand that you find other cultures strange and you may have resentments towards certain cultural aspects. However, here at CBSA all employees are expected to behave professionally, respecting each other and working together collaboratively. You may not be aware of how offensive your behaviour may appear to others, such as not offering coffee to every member of the team or making insensitive comments about others' food, but you need to remember to maintain your professionalism at all times and refrain from being disrespectful. If it happens that you are disrespectful to someone, like in this case with Indira, you need to apologise and make every effort to restore a positive professional relationship with your colleagues.

I suggest you attend a cultural awareness training to gain more knowledge and understanding about other cultures and Australian multiculturalism.

Indira, I'm terribly sorry that Paul was disrespectful this time. I can assure you that this behaviour is not tolerated by CBSA and that we are here to support you and maintain a positive and respectful work environment for all employees. However, if you feel this conflict is not sufficiently resolved, feel free to contact Glenda Williams, HR Manager, and she may be able to support you further. Alternatively, you can contact Fair Work Australia as well to seek further assistance.

I'm proposing a follow-up meeting with both of you in a few weeks' time to see how you are doing.

I am going to organise a work group to schedule regular events at CBSA so we can celebrate the different cultures at the company. I am going to invite both of you to the brainstorming session to decide the frequency of these events and to plan the topics of these events.

Let me know if you have any further questions.

Kind regards,

<<Add your name here>>

<<Add your job position here>>

Student's name  
Manager

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222

[www.cbsa.com.au](http://www.cbsa.com.au)



## TASK 2

Using the email template provided, write a follow-up email of 1-2 paragraphs to check in with Indira and Paul to ensure they are settled after the conflict.

When filling out the email template, it is enough to write the names of the sender/recipient. You can use your own name in this assessment task. For this assessment task, your job title is Manager.

### Assessor Instructions

In the template provided, the student must write a 1-2-paragraph email to Indira and Paul to ensure they are settled after the conflict.

A sample answer is provided below.

| EMAIL TEMPLATE  |  |
|---|--|
| From:   | <<Add your name here>><br>Students name  |
| To:   | <<Add email recipient/s here here>><br>Indira, Paul  |
| Cc:   | <<Add names of carbon copy email recipients here (leave blank if none)>><br>Students should leave this empty |
| Bcc:  | <<Add names of carbon copy email recipients here (leave blank if none)>><br>Students should leave this empty |
| Subject:  | <<Add the email's subject here>><br>E.g., 'Check-in' or similar  |
| Attachment:   | <<Add attachment's name here>><br>Students should leave this empty   |
| <p>Good morning/Good afternoon &lt;&lt;Add recipient(s) here&gt;&gt;,<br/>&lt;&lt;Add message here. Add as much space as necessary.&gt;&gt;</p> <p>For example:</p> <p>Good morning Indira and Paul,<br/>Hope this finds you both well.<br/>I just wanted to quickly check-in to see how you are doing and if you need any support with anything.<br/>Let me know if I can assist you.</p> <p>Kind regards,</p> <p>&lt;&lt;Add your name here&gt;&gt;<br/>&lt;&lt;Add your job position here&gt;&gt;<br/>Student's name<br/>Manager</p> <p>300 Fictional Way, Sydney, NSW 2000<br/>Phone: 1800 111 222<br/><a href="http://www.cbsa.com.au">www.cbsa.com.au</a></p> |  |



### TASK 3

As a response to your follow-up email in Task 2, Paul replied, asking for relocation to CBSA's other office. He argued that he knows the staff in the other office and he could fit in better there as the other office is not multicultural.

Write a 1-2 paragraph response to Paul, escalating the issue to the HR Manager as, according to the Code of Ethics, all CBSA employees must be inclusive with internal and external customers, and you are worried that Paul may display offensive behaviour with customers from different cultural backgrounds.

#### Assessor Instructions

In the template provided, the student must write a 1-2-paragraph email to Paul informing him you are escalating the issue to the HR Manager,

A sample answer is provided below.

| EMAIL TEMPLATE  |  |
|---|--|
| From:   | <<Add your name here>><br>Students name  |
| To:   | <<Add email recipient/s here here>><br>Paul  |
| Cc:   | <<Add names of carbon copy email recipients here (leave blank if none)>><br>Students should leave this empty |
| Bcc:  | <<Add names of carbon copy email recipients here (leave blank if none)>><br>Students should leave this empty |
| Subject:  | <<Add the email's subject here>><br>E.g., 'Response' or similar  |
| Attachment:   | <<Add attachment's name here>><br>Students should leave this empty   |
| <p>Good morning/Good afternoon &lt;&lt;Add recipient(s) here&gt;&gt;,<br/>&lt;&lt;Add message here. Add as much space as necessary.&gt;&gt;</p> <p>For example:</p> <p>Good morning Paul,</p> <p>Thank you for your email. I was hoping that you can re-evaluate your thinking about other cultures and you will be able to work well with all colleagues. I will need to escalate this incident now to the HR Manager. CBSA's Code of Ethics clearly says that all employees must be inclusive of internal and external customers. The HR Manager will organise a meeting with you to have a formal conversation about the situation. You may ask her about the relocation.</p> <p>Let me know if you have any questions.</p> <p>Kind regards,</p> <p>&lt;&lt;Add your name here&gt;&gt;<br/>&lt;&lt;Add your job position here&gt;&gt;<br/>Student's name<br/>Manager</p> |  |



300 Fictional Way, Sydney, NSW 2000  
Phone: 1800 111 222  
[www.cbsa.com.au](http://www.cbsa.com.au)



## Assessment checklist

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

|            |   |                          |
|------------|---|--------------------------|
| Scenario 1 | Task 1: Write an email to Tina and Tam regarding Scenario 1           | <input type="checkbox"/> |
|            | Task 2: Write a follow-up email to Tina and Tam                       | <input type="checkbox"/> |
|            | Task 3: Write an email to communicate the conflict management outcome | <input type="checkbox"/> |
| Scenario 2 | Task 1: Write an email to Indira and Paul regarding Scenario 2        | <input type="checkbox"/> |
|            | Task 2: Write a follow-up email to Indira and Paul                    | <input type="checkbox"/> |
|            | Task 3: Write an email to Paul  | <input type="checkbox"/> |

**Congratulations! You have reached the end of Assessment 4.**

### © 2020 Precision Group (Australia)

No part of this resource may be reproduced in any form or by any means, electronic or mechanical, including photocopying or recording, or by an information retrieval system without written permission from Precision Group (Australia). Legal action may be taken against any person who infringes their copyright through unauthorised copying.

These terms are subject to the conditions prescribed under the Australian Copyright Act 1968.

### © UP Education Australia Pty Ltd 2024

Except as permitted by the copyright law applicable to you, you may not reproduce or communicate any of the content on this website, including files downloadable from this website, without the permission of the copyright owner.

House of Learning (Provider Number 21583) ABN 21 144 869 634 trading as Colab.