

BSBWOR502

LEAD AND MANAGE TEAM EFFECTIVENESS

PRACTICAL ASSESSMENT INSTRUCTIONS

- The following practical assessment will require the participant to complete work related activities.
- Observations will be conducted of the participant's work to determine whether they display sufficient practical skills and knowledge.
- Please fill in the details below, providing your name, signature and date of assessment.
 - Your signature acknowledges that the assessor provided clear instructions and the participant understood what was required to complete this assessment.
- The assessor may substitute a Practical Task with another task of equal value.
 - Alternate tasks must be fully documented by the assessor.

Participant name Paul Russo

Participant signature



Assessor name

Assessor signature

Date [Click here to enter a date.](#)

Number of tasks	Number of tasks completed	Satisfactory?	
		Yes	No
1		☐	☐

ASSESSOR COMMENTS

BSBWOR502 LEAD AND MANAGE TEAM EFFECTIVENESS

Practical Task 1	
Description of task: A suitable observer is to verify the participant's ability to lead teams in the workplace and to actively engage with the management of the organisation. These tasks may be simulated or real. The participant is to gather evidence of how they have completed each component of the Practical Task, which is to be submitted with this Practical Assessment sheet. The observer is to provide detailed comments on the tasks completed by the participant. The assessor is to verify the observer's comments in the Assessor Comments section, and provide the Practical Assessment outcome on the front cover of this document.	
Resources required: Project documentation, Office equipment and resources.	
Assessment of task	
Name of participant:	Paul Russo
Name of observer:	Nick Brockhurst
Role of observer (Confirm suitability to sign)	Project Engineer
Email address of observer	Nick.brockhurst@cbgujv.com.au
Signature of observer:	
Date:	20/09/2021
When completing the task, did the participant:	Tick if satisfactorily completed. Provide comments if left unticked.
1 Establish team performance plan	
1.1A. Consult team members to establish a common understanding of team purpose, roles, responsibilities and accountabilities in accordance with organisational goals, plans and objectives.	☐
1.1B. Develop performance plans to establish expected outcomes, outputs, key performance indicators (KPIs) and goals for work team.	☐
1.1C. Support team members in meeting expected performance outcomes.	☐
2 Develop and facilitate team cohesion	
1.2A. Develop strategies to ensure team members have input into planning, decision making and operational aspects of work team.	☐
1.2B. Develop policies and procedures to ensure team members take responsibility for own work and assist others to undertake required roles and responsibilities.	☐
1.2C. Provide feedback to team members to encourage, value and reward individual and team efforts and contributions.	☐
1.2D. Develop processes to ensure that issues, concerns and problems identified by team members are recognised and addressed.	☐

Appendix 1:
Performance &
development plan for
employee

Appendix 2:
Implementation of
policies & processes for
team members

Appendix 6 - Communication to team for processes/issued related to stakeholders		Appendix 4 - Work performance problems		Appendix 5 - Appointment of scaffold champion - role model for employees in scaffold	
3 Facilitate teamwork					
1.3A.	Encourage team members and individuals to participate in and to take responsibility for team activities, including communication processes.	☐			
1.3B.	Support the team in identifying and resolving work performance problems.	☐			
1.3C.	Ensure own contribution to work team serves as a role model for others and enhances the organisation's image for all stakeholders.	☐			
4 Liaise with stakeholders					
1.4A.	Establish and maintain open communication processes with all stakeholders.	☐			
1.4B.	Communicate information from line manager/management to the team.	☐			
1.4C.	Communicate unresolved issues, concerns and problems raised by team members and follow-up with line manager/management and other relevant stakeholders.	☐			
1.4D.	Evaluate and take necessary corrective action regarding unresolved issues, concerns and problems raised by internal or external stakeholders.	☐			
The participant's performance was: ☐ Satisfactory ☐ Not Satisfactory					

OBSERVER COMMENTS

1.1A – 1.1C

Paul facilitated & completed a performance development plan for team member Sophie Clarke. The plan includes objections for the employee.

1.2A – 1.2D

Paul has defined roles & tasks for a set of tasks to be undertaken on a particular day. He has also followed up with recognition & acknowledgement of team performance which is evident with his last email. This feedback is imperative for a positive team environment.

1.3A

An email is provided by Paul which encourages team members to participate and take responsibility for their tasks through the recording of daily events in a site diary

1.3B

Paul supports the team by resolving work performance issues. This is evident in the performance management process of an employee which Paul participated in.

1.3C

Paul is appointed scaffold champion for the project in which he serves as a role model for the organisation's image by ensuring these scaffold polices & procedures are adhered to.

1.4A – 1.4D

A stakeholder of the project (in this case, the subcontractor) has provided a list of issues which have resulted in delays & costs. Paul's line manager (Chris Russell) via the commercial team has sent this to Paul reinforcing the importance of the team to maintain accurate site diary records. Paul has then implemented this to the team which is shown on page 28 of this document (the last page of Appendix 6).

Appendix 1: Performance & development plan for employee

Russo, Paul

From: Clarke, Sophie
Sent: Friday, 26 February 2021 1:27 PM
To: Church, Rory; Russo, Paul
Subject: Performance Development Review 2021
Attachments: CBGU JV Performance and Development Review Form 2021 Sophie Clarke.docx

Hi Rory & Paul,

I have attached my completed the first review of my PDR. Please could you review and let me know if any changes are needed before I send it off.

Thanks,

Regards

Sophie Clarke
Site Engineer



30 Joe Baker Street, Dutton Park, QLD 4102, Australia
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E Sophie.Clarke@cbgujv.com.au

Performance and Development Plan 2021

Employee Details			
Employee Name:	Sophie Clarke	Manager Name:	Rory Church/Paul Russo
Position Title:	Site Engineer	Manager Position Title:	Senior Project Engineer /Project Engineer
Project Area/Site:	Woolloongabba Stations	Parent Company	Bam

Process Overview

Performance and Development Plans provide a framework to set goals for the year ahead, reflect on individual achievements against set goals, gain regular constructive feedback on performance and behaviours and to focus on personal career development. This is a key people initiative with the primary goal of supporting high performance and creating rewarding careers for each employee on the Project.

The CBGU JV Performance and Development process consists of 3 stages within an annual cycle.

Stage 1	Planning and Set Objectives (1 February – 5 March 2021) Work with your direct manager to establish individual KPIs, that are specific to you and focus on you successfully delivering in your role. During this phase, you will also set your commitment to the Project's Vision & Values and identify key actions you want to undertake to achieve your career development goals.
Stage 2	Mid-Year Review – Check Progress (14 June – 30 July 2021) - Through regular informal discussions throughout the year and a formal mid-year review check in. The purpose of this stage is to provide feedback on your performance against the KPIs, behaviours aligned with the Vision and Values and your career development. - The manager will provide an overall Performance Rating, using the scale below.
Stage 3	End of Year Review – Evaluate performance (1 November – 10 December 2021) - Managers are required to review overall performance against each section of the PDR. - During this Phase, the Manager will provide direction, feedback, coaching and support to the Employee, while the Employee begins planning for the following year. - The manager will provide an end of year Performance Rating, using the scale below.

Set Your Key Performance Indicators and Objectives (Part 1)

Across the following Key Result Areas: Health & Safety, Program, Cost performance, Stakeholder, Community & Environment, Quality and Role Specific, list KPIs that are central to your role and support the Project's overall objectives and Vision & Values.

Key Result Area 1	Objectives & Actions <i>Key Performance Indicators (KPIs) & how you will demonstrate achievement of KPIs</i>
Health & Safety	- Achieve Safety indicator KPI's as per project requirements (Pre-Starts, SWMS reviews, Safety Observations) - Lead and manage a safety culture that reports incidents and adheres to standards that ensures safety of all site personnel. - Attend pre-starts and toolbox talks - Review safety documentation - Ensure all relevant safety documentation is in place - Incident notification – inform relevant parties of any incident within 1 hour of occurring
Annual Review – Comments and Assessment	
<i>Employee Comments</i>	

<i>Manager Comments</i>

Key Result Area 2	Objectives & Actions <i>Key Performance Indicators (KPIs) & how you will demonstrate achievement of KPIs</i>
Program	- Complete accurate 3WLAs / 4WLAs - Deliver works in accordance with target program - Track progress against milestones - Where required develop and initiate recovery plans for work areas not meeting target program - Contribute to weekly updates
Annual Review – Comments and Assessment	
<i>Employee Comments</i>	
<i>Manager Comments</i>	

Key Result Area 3	Objectives & Actions <i>Key Performance Indicators (KPIs) & how you will demonstrate achievement of KPIs</i>
Cost performance	- Complete accurate take offs - Ensure work in completed correctly first time to minimise reworks - Understand subcontractors' requirements as per the contracts - Understand and contribute to the EOM process - Accurately assess claims
Annual Review – Comments and Assessment	
<i>Employee Comments</i>	
<i>Manager Comments</i>	

Key Result Area 4	Objectives & Actions <i>Key Performance Indicators (KPIs) & how you will demonstrate achievement of KPIs</i>
Stakeholder, Community & Environment	- Zero avoidable complaints –consider all stakeholder aspects when planning works - Zero environmental infringement notices – ensure high standards - Ensure correct permits in place e.g OOHs, dewatering permits - Compliance with Site Environmental plans – ensure all site environmental requirements are achieved. -
Annual Review – Comments and Assessment	
<i>Employee Comments</i>	
<i>Manager Comments</i>	

Key Result Area 5	Objectives & Actions <i>Key Performance Indicators (KPIs) & how you will demonstrate achievement of KPIs</i>
Quality	- Close out LOTs within 60 days - Ensure minimal NCRs for works - Ensure timely notification to PIC to attend site inspections - Increase understanding of Australian Standards and Specifications and project specifications - No class 1 NCRs - Ensure materials coming to site are conforming
Annual Review – Comments and Assessment	
<i>Employee Comments</i>	
<i>Manager Comments</i>	

Key Result Area 6	Objectives & Actions <i>Key Performance Indicators (KPIs) & how you will demonstrate achievement of KPIs</i>
Role Specific (covering other key role objectives)	- Communicate clearly, concise and in a professional manner paying close attention to detail - Be responsible for an allocated scope of works, including resolving/ have solutions for any problems - Be confident in making decisions as an Engineer - Gain more knowledge in planning program P6 - Increase knowledge in writing lift plans/ studies e.g knowing correct rigging equipment for different lifts - Continue to complete accurate cost & delay tracking
Annual Review – Comments and Assessment	
<i>Employee Comments</i>	
<i>Manager Comments</i>	

Our Vision and Values (Part 2)

Our vision: *Together we will create an iconic project to enrich our community* is underpinned by our 3 Values: *Integrity, People* and *One Unified Team*.

Our Values	Behaviours What this means for me in my role. How will you demonstrate the values?
INTEGRITY <i>Always operate with integrity and honesty. Do what you say you will do. Be transparent. Ensure there are no surprises. Consider your actions and their effect.</i>	Communicate my work and actions effectively to ensure there are no surprises.
PEOPLE <i>Ensure safety is fundamental in everything we do. Provide opportunities for personal growth. Create an environment that promotes innovating outcomes. Support our teams to deliver outcomes that enhance our project. Value and appreciate others opinion. Be courageous.</i>	Treat every with the same level or respect and listen to what every has to say.
ONE UNIFIED TEAM <i>- Commit to playing your part. Be accountable and support one another - Celebrate together. Be solutions focused with a positive outlook. Respect diversity and the views of our stakeholders. Collaborate. Remain future focused</i>	Work as a team and support team members.

Your Career Development Plan (Part 3)

You should consider from a career perspective what you seek to achieve on the Project and how this supports your overall career aspirations, where you feel your skills and strengths are and where you would like your career to go. Learning and career development is best achieved in a variety of ways such as on the job training, mentoring, coaching, structured courses via a combination of both formal and informal opportunities. All formal training requests will need to be supported by a Training Request form which will then follow the project approval process.

Individual Development Plan <i>What training, on-the-job learning can we provide to assist you in exceeding the objectives of your role and better prepare you for your future career aspirations?</i>			Individual Development Review
Personal Development Objectives <i>Identify the key areas to develop</i>	Action / Development Plan <i>How will this be developed?</i>	Completed By	Comments <i>Achieved (Yes / No)</i>
Complete EWP Training	- Speak with training team to see availability	End 2021	
Programme works using P6	- Spend time with planner to understand basic functions of P6 - Attend P6 course	End 2021	
Increase knowledge in mobile crane and lifting activities	- Attend dogging/rigging course - Spend time with the lifting to understand processes and how to develop complex lift studies	End 2021	
Communicate effectively	- Attend communicate effectively as a workplace leader	End of 2021	

Mid-Year and Annual Review Ratings, Manager's Comments and Approvals (Part 4)

Mid-Year Review – Overall Performance Rating Assessment and Manager's Comments <i>Consider KPI achievement, overall role performance, commitment to the Project Vision and Values and progress made against career development</i>	Mid- Year Performance Score (1-5)

Annual Review – Overall Performance Rating Assessment and Manager's Comments <i>Consider KPI achievement, overall role performance, commitment to the Project Vision and Values and progress made against career development</i>	End of Year Performance Score (1-5)

Mid-Year Review Signatures		Annual Review Signatures	
Employee Signature:	Date:	Employee Signature:	Date:
Manager Signature:	Date:	Manager Signature:	Date:
Manager Once Removed Signature:	Date:	Manager Once Removed Signature:	Date:

Performance Rating Scale

5	Outstanding Performance	- Performance is exceptionally high and always exceeds the expectations and requirements of the role. - Objectives and targets are always met with significantly superior performance and superior quality.
4	Exceed Expectations	- Performance is very strong and consistently exceeds the expectations and requirements of the job, delivering above the objectives and targets set relative to others at the same level. - Has added unique and strong contributions in support of the team's objectives and targets. - Minimal guidance and support required to meet the performance standards.
3	Fully Effective	- Performance meets the expectations and requirements of the job. - Consistently meets and on occasion exceeds performance objectives and targets.
2	Improvement Required	- Below the expectations and requirements of the job relative to others at the same level. - Meets some, but not all performance objectives and targets.
1	Poor Performance	- Well below the expectations and requirements of the job relative to others at the same level. - Performance objectives and targets were not met. - Current level of performance is not acceptable and significant improvement is needed immediately.

Appendix 2: Implementation of policies & processes for team members

Russo, Paul

From: Russo, Paul
Sent: Saturday, 28 August 2021 8:09 PM
To: Russell, Matt; Tresider, Warren
Cc: Tresider, Warren; Wiese, Mark; Ivory, Aaron; Hollett, David
Subject: Re: Works for Saturday 28/8/21

Awesome work Matty, that's a massive Saturday.

Get [Outlook for iOS](#)

From: Russell, Matt <Matt.Russell@cbgujv.com.au>
Sent: Saturday, August 28, 2021 6:47:34 PM
To: Russo, Paul <Paul.Russo@cbgujv.com.au>; Tresider, Warren <Warren.Tresider@cbgujv.com.au>
Cc: Tresider, Warren <Warren.Tresider@cbgujv.com.au>; Wiese, Mark <Mark.Wiese@cbgujv.com.au>; Ivory, Aaron <Aaron.Ivory@cbgujv.com.au>; Hollett, David <David.Hollett@cbgujv.com.au>
Subject: RE: Works for Saturday 28/8/21

Hi All

- Good prestart with Xcel, Titan, PCA and CBGU
- LCR on site at 0725 hrs. Operator and dogman were advised yesterday to take 10 hr break after returning from Gympie job.
- Commenced stair lift with TC1 at 0835
- First row of tie in completed at midday.
- Grout works completed at 1140. 9 holes grouted
- TC2 Crew off site at midday. Craig remained to cover for Nick from TC1 who left at midday.
- Installed additional fence 2.30pm to eliminate a live edge when the bridge is landed and the existing fence is removed from the capping beam edge
- Second row of lattice beams and bracing completed 4.10
- Third row of lattice beams and bracing completed 6.00pm
- Bridge landed and secured at 6.20
- Fence installed to make area safe.
- Great job from Yowie, Johnner, Titans, Excel.

Regards

Matt Russell

Supervisor - Logistics



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E Matt.Russell@cbgujv.com.au

From: Russo, Paul <Paul.Russo@cbgujv.com.au>
Sent: Friday, 27 August 2021 8:49 PM

To: Taylor1, Andrew <Andrew.Taylor1@cbgujv.com.au>; Russell, Matt <Matt.Russell@cbgujv.com.au>
Cc: Tresider, Warren <Warren.Tresider@cbgujv.com.au>; Wiese, Mark <Mark.Wiese@cbgujv.com.au>; Purcell, Joel <Joel.Purcell@cbgujv.com.au>
Subject: Works for Saturday 28/8/21

Appendix 2: Implementation of policies & processes for team members

Hi Andrew,

A few things for tomorrow to note:

Xcel:

- Permit to load is signed for both scaffold towers to be lifted tomorrow.
- The existing tower from L0-B3 is being lifted onto B4 as per the attached drawing (shown in red) The tower will remain on the hook until the two ties are installed back to the shotcrete wall
- The 2nd tower on B4 will then be lifted onto this tower (shaded in blue) with the remaining tie installed prior to the tower being released from the hook
- The scaffold bridge will then be installed to connect to L0
- Xcel will complete a handover sheet prior to opening the tower

The design is still a work in progress and should be finalised tomorrow by the time the tower is finished. Dependent on progress on site there is every possibility that the tower won't be finished by the end of shift. Mark has run Matty through the above on site this afternoon so it should require minimal supervision from yourself.

PCA

- Grouting anchors. They don't require any supervision from yourself, they will just keep working through each anchor and recording the volume of grout installed.

Give me a call if you have any queries mate.

Sorry I didn't get a chance to catch you this afternoon.

Regards

Paul Russo

Project Engineer



91 Leopard Street, Woolloongabba, QLD 4102, Australia

T +0417 247 069 **M** 0417 247 069

E Paul.Russo@cbgujv.com.au

Russo, Paul

From: Russo, Paul
Sent: Thursday, 19 August 2021 11:48 AM
To: Watson, Nicole
Subject: RE: ** CONFIDENTIAL **

Sensitivity: Private

Hi Nicole,

This week has been a noticeable improvement in both his output & attitude which is pleasing to see.

We are talking daily about his tasks and prioritising accordingly.

Will keep you updated if there this strays at all.

Regards

Paul Russo
Project Engineer



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E Paul.Russo@cbgujv.com.au

From: Watson, Nicole <Nicole.Watson@cbgujv.com.au>
Sent: Thursday, 19 August 2021 10:53 AM
To: Russo, Paul <Paul.Russo@cbgujv.com.au>
Subject: FW: ** CONFIDENTIAL **
Sensitivity: Private

Hi Paul
Just a quick check in on Patrick. How has he been this week?
Nicole

Regards

Nicole Watson
HR Advisor



Level 3, North Tower, 339 Coronation Drive, Milton, QLD 4064, Australia
T M

E Nicole.Watson@cbgujv.com.au

From: Watson, Nicole
Sent: Monday, 16 August 2021 4:54 PM
To: Church, Rory <Rory.Church@cbgujv.com.au>; Russo, Paul <Paul.Russo@cbgujv.com.au>
Cc: Purcell, Joel <Joel.Purcell@cbgujv.com.au>
Subject: RE: ** CONFIDENTIAL**
Sensitivity: Private

Hi all

Rory - Thanks for sending this through and giving me an update on the discussion you had with Patrick after we left.

Paul – Thanks for your help in setting up this daily routine. I'll reach out with you later in the week to see how things are going and will keep in touch with you so I can monitor the situation. As Rory mentions below, we agreed to come back together at the end of the 4 weeks to see how things have improved. I will send out a meeting request closer to the time for that purpose. In the meantime though, please feel free to reach out at any stage.

Kind regards
Nicole

Nicole Watson
HR Advisor



Level 3, North Tower, 339 Coronation Drive, Milton, QLD 4064, Australia
T M
E Nicole.Watson@cbgujv.com.au

From: Church, Rory <Rory.Church@cbgujv.com.au>
Sent: Friday, 13 August 2021 9:33 AM
To: Russo, Paul <Paul.Russo@cbgujv.com.au>
Cc: Purcell, Joel <Joel.Purcell@cbgujv.com.au>; Watson, Nicole <Nicole.Watson@cbgujv.com.au>
Subject: ** CONFIDENTIAL**

Hi Paul,

As discussed, we had a meeting yesterday afternoon with Pat Rykiert to discuss his performance over the last few months.

Out of the list of occurrences/observations, came up with a list of items that he needs to get better at. This is in the site engineer expectation file. Pat has a copy of this. He also has a copy of the notes I used in the meeting, which are a couple of examples of these occurrences.

What came out of it is that Pat prefer to have a structure and routine for the day and tasks that need to be done. As discussed this morning, we agreed to get you to sit down with him this afternoon (and will probably need to do this every week on Friday afternoon) to try and plan his week out so he can achieve the activities

that need to be done. We gave him a month timeframe to start addressing these issues and needed to see some improvement or Performance management plan was the next step. Nicole reiterated this wasn't the preferred option and would rather see him improve.

Activities that don't change

1. Concrete order up dates
2. Reinforcing schedule input
3. Lot assignment and opening
4. ITPs

We did talk about the concrete pour record activity. I think this can be streamlined so that the concrete docket can be put into the register in field as the pour progresses rather than doing a pour record in Plangrid or Paper copy and then putting the docket into the register again. Doubling handling of data here and wastes a fair amount of time.

Also as discussed this morning, on larger pours, we need to make a roster for the days to share the load, so that Pat isn't out there for an extended period i.e. 2 hrs or more as this will also reduce time to get tasks done.

He did mention when someone gives him a task, it is better when we give him a timeframe and some context around it. He also mentioned when he does get too many tasks, he has some trouble prioritising them and then struggles to do anything with them. We gave him the strategy when this occurs, to write all the tasks down, get the due dates for them (if available) and to come and see Ben or yourself to provide an order of what they should go in if there are overlaps of tasks, what can slip or can another person do some of those tasks, if it is not possible to complete all the task in the timeframe required by Pat alone.

He mentioned he does have some trouble asking for help on queries as well. Can you check in with him once a day to see if he has any queries he needs help or direction on.

We mentioned we also expect him to get out on site a few times a day, probably in the morning and after lunch so he can be up to speed for the daily planner meeting. Also reiterated it is up to him as an engineer to be looking at QA issues and has responsibility of trying to stop problems before they become a bigger problem to resolve.

We also mentioned he was good at finding issues but needs to take the next step to come up with a solution/resolution for them.

Joel/Nicole -After the meeting, we stayed back and went through a few more things. He did mention that he still likes engineering, but did say that systems engineering be something he may want to look at as he thinks he will deal with people less as he gets anxious. He also said he does want to improve his performance. He also recognises he is a bit different, but didn't offer up anymore than that. He said he does have social anxiety and would rather deal with less people and more numbers.

It also seems his first project at Juneau doesn't sound like it was good environment for learning the ropes in construction. It seems that when he did find problems and give solutions, they were knocked on the head very quickly and largely his opinion didn't matter. QA of the job sounded well below where it should be and when Pat raised issues with QA before inspections (earthworks/reinforcing), he was told to keep quiet on the issue after the inspection. He would then mention the issue to the inspector later apparently. He mentioned this has knocked his confidence a bit in those sorts of areas of construction.

I did say he would probably come across some of that again undoubtedly, but when he did, if there were design issues that needed addressing, to raise an RFI or NCR to get it sorted out so things can proceed and be above board.

Regards

Rory Church

Senior Project Engineer



Corner Leopard Street and Vulture Street, Woolloongabba, QLD 4102, Australia

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E Rory.Church@cbgujv.com.au

Monday 17th September 2021

Paul Russo

APPOINTMENT AS SCAFFOLD CHAMPION

In accordance with CBGU JV's WHS Management Plan I appoint Paul Russo to perform the role of Scaffold Champion for the Woolloongabba Station Project.

The above role is to ensure high standards of scaffolding compliance is achieved and maintained on the Woolloongabba Station Project.

This role must ensure:

- Working at heights is eliminated wherever possible
- Fixed or mobile scaffolding is suitable for the intended use
- Rescue procedures are in place where there is a risk of a works falling more than 2 meters from scaffolds and rescue equipment is readily available and workers are trained in its use
- All Complex Scaffolds have an approved Temporary Works Design (TWD) and Scaffold Plan
- Ensure all Complex Scaffolds are erected and signed off in accordance with the TWD, Safety Essential – Working at Heights, Scaffold Plan and the Temporary Works Procedure
- Scaffolding components and fixing devices are not be mixed unless they are confirmed as compatible by the original manufacturer and the load capacity has been tested
- As a minimum, scaffold components must be able to support their own weight plus four times the maximum expected load
- Scaffolding is erected in accordance with the manufacturer's instructions and relevant legislation, codes of practice and Australian and New Zealand Standards;
- A scaffolding register is established and maintain that contains key information on installed scaffolds;
- Workers who erect scaffolding comply with the minimum requirements of Safety Essential – Working at Heights depending on the complexity of scaffold to be erected
- Ensure scaffolds are inspected as a minimum:
 - Before it is used for the first time; and
 - After an incident has occurred that may reasonably be expected to have affected the stability of the scaffold; and
 - Before use is resumed after repairs or modifications; and
 - At least every 30 days.
- All Complex Scaffolding has been fitted with a valid Scaff Tag and signed by a competent person and display and contain all required information
- Full compliance with the Safety Essential – Working at Heights with respect to Scaffolding

If you have any questions or concerns in relation to your appointment or require further clarification, please do not hesitate to contact me.

Chris Russell



Project Manager

Cross River Rail – Woolloongabba Station & Precinct

Appendix 6 -
Communication to team for
processes/issued related to
stakeholders

Russo, Paul

From: Russo, Paul
Sent: Tuesday, 7 September 2021 7:41 AM
To: Russell, Chris
Cc: Abeya, Adrian; Purcell, Joel
Subject: RE: HEINRICH HANSON ISSUES AUGUST 2021

Chris,

No specific reason mate. Pat writes his diary out (this is now on the computer) and Sophie & Ben do their diary in Excel.

I will make sure their diary is on one note going forward – whether it's in the one note format or just a link in there to their excel sheet.

Regards

Paul Russo
Project Engineer



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From: Russell, Chris <Chris.Russell@cbgujv.com.au>
Sent: Tuesday, 7 September 2021 7:26 AM
To: Russo, Paul <Paul.Russo@cbgujv.com.au>
Cc: Abeya, Adrian <Adrian.Abeya@cbgujv.com.au>; Purcell, Joel <Joel.Purcell@cbgujv.com.au>
Subject: Re: HEINRICH HANSON ISSUES AUGUST 2021

Paul,

Any reason that these Engineers diaries aren't on the one note?

Regards

Chris Russell
Project Manager



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E Chris.Russell@cbgujv.com.au

On 7 Sep 2021, at 07:22, Russo, Paul <Paul.Russo@cbgujv.com.au> wrote:

Adrian,

The site engineers maintain a site diary but do so offline.

Agreed that further detail is needed for the below in site diaries. Can you provide me with the dates of the instances that you have mentioned below so that I can investigate further and provide specific details?

We can verify Jeff's email below by extracting the pour records for that particular

Regards

Paul Russo

Project Engineer

<image004.jpg>

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E Paul.Russo@cbgujv.com.au

From: Abeya, Adrian <Adrian.Abeya@cbgujv.com.au>

Sent: Monday, 6 September 2021 4:04 PM

To: Russo, Paul <Paul.Russo@cbgujv.com.au>

Cc: Russell, Chris <Chris.Russell@cbgujv.com.au>; Purcell, Joel <Joel.Purcell@cbgujv.com.au>

Subject: FW: HEINRICH HANSON ISSUES AUGUST 2021

Paul

Further to the email below from Heinrich, we have looked at some of our daily site records with reference to the alleged delays mentioned by Heinrich below. We have noted in some instances:

- The site engineers seem to have stopped completing daily records – this needs to recommence as we seem to have a gap of approximately 6 weeks.
- The description of supply issues, or contractor related issues requires greater accuracy and detail of what the issue was. The level of detail needs to indicate the effect of the supply issues *i.e. "the pour should have finished at 3:30pm, however the late supply of 3 trucks lead to the pour finishing at 5:10pm"*
- Half of the instances below have not been mentioned in the internal weekly meeting. I suggest one site engineer is tasked with providing a weekly status of if there were any delayed concrete (or reo) deliveries that occurred in the past week. This should be ready for the weekly meeting.

Regards

Adrian

<image002.jpg>

<image003.png>

From: Russell, Chris <Chris.Russell@cbgujv.com.au>

Sent: Saturday, 28 August 2021 11:22 PM

To: Purcell, Joel <Joel.Purcell@cbgujv.com.au>; Tresider, Warren <Warren.Tresider@cbgujv.com.au>;
Abeya, Adrian <Adrian.Abeya@cbgujv.com.au>
Cc: Perkins, Justin <Justin.Perkins@cbgujv.com.au>
Subject: Fwd: HEINRICH HANSEN ISSUES AUGUST 2021

Appendix 6 -
Communication to team for
processes/issued related to
stakeholders

Gents, see below FYI

Adrian,

Can we cross reference with our records of delay for August. In addition we need to get an approximate build up of delay costs from our understanding of delays and impacts. We need to communicate to Hanson how much this is costing us and deducting money from their account. If we need Heinrich contra-charges to do this then I suggest we discuss how we go about this next week.

Regards

Chris Russell

Project Manager



Level 3, North Tower, [339 Coronation Drive, Milton, QLD 4064, Australia](#)

T +0418 295 928 **M** [0418 295 928](#)

E Chris.Russell@cbgujv.com.au

Begin forwarded message:

From: Jeff Bedsor <jeff@heinrichgroup.com.au>
Date: 28 August 2021 at 16:33:15 GMT+10
To: "Russell, Chris" <Chris.Russell@cbgujv.com.au>
Cc: "Byrne, Dominic" <Dominic.Byrne@cbgujv.com.au>, ross@heinrichconstructions.com.au, michaelw@eastcoastconcrete.com.au
Subject: HEINRICH HANSEN ISSUES AUGUST 2021

CAUTION: This email originated from outside of the Organisation.

GENTS

A summary of the pain Hansen's supply has caused us this month and why delay costs will be claimed in the near future as unfortunately supply is not improving across the board.

The time to place and pump concrete is way out of the normal and way more than anyone could have expected – way more than the industry norm and current industry norm.

I don't believe there can be an excuse except the one that Hansen's are totally incompetent.

Some pours are good, hence the mystery why they get it so wrong on some pours.

Details are below.

30/07/21 Saturday

B 7 pour 1

Requested 40/hr and for the retarder to be reduced so the trowelling machines could go on the slab after 3 hrs of placement (approx. 200M3).

Received 28/hr from 8am to 3.20pm. – should have been supplied in 5 hrs not 7.5 hrs

Trowelling machine on slab for first time 1.15pm – 5.25 hrs after starting – way too late.

Left site 7pm on a Saturday night – men on site 12.5 hrs

For the last 60m2 of slab, it had a quick pass with stick trowel only – still wouldn't go off being night and the fact the retarder was not reduced as requested.

Rectification of surface on others

04/08/21 - Wednesday

B9 to B 7 stair 1

Requested 7M3 at 8am, 7M3 at 8.45am

Got 6M3 at 8am, 7M3 at 9.15am, 1M3 at 10am

Hence so slow to get to finish stair treads

04/08/21 – Wednesday

Pouring B9 cells 9 & 11 slabs

Requested 5M 3 at 1pm & 5M3 at 1.45pm

Received 5M3 at 1pm & 5M3 at 2.15pm

Finished slab 6pm

06/08/21 - Friday

Pour B9 lobby slab under jump first & jumpform second

Booked 17M3 for 5.30am & service good

Booked 280M3 for 6.30am – 70M3 per hr

First 100M3 drip feed trucks up till 12 noon – cold joints because of this - 18M3 per hr – slightly under 70/hr

After 1pm got 11 trucks in 20mins (70M3) so they sat on site waiting to be used – who knows how the quality of product will be

Last 100M3 reasonable supply

Finished 4.30pm – 10 hrs pour - av 28M3 per hr (way short of 70/hr

13/08/21 - Friday

Pour SW2 - -8.65 to -5.70

Requested 20 mins between trucks – 21M3 per hr for 54M3 – approx. 2.5 hrs

Delivered 12 noon to 3.30pm – 3.5 hrs

Slow service so cold joints

14/08/21 - Saturday

Pour B 7 pour 3

Ordered 50M3 / hr for 310M3 – 6.15 hrs

First truck 5.30am, last truck 1.50pm – 8.15 hrs

Requested third more retarder removed than happened in pour 1

First trowelling machine on slab 11am – 5.5hrs later
At 200M3 asked for another third of retarder be removed as slab not going off
Left site 7pm – last 40M3 was not going off so trowelled with stick once only & no
machine
Rectification by others

16/08/21 - Monday

Pour W30 B7 to B 4

21m3 total

Requested 7m3 at 11am, next 7M3 at 12.30am and last 7M3 at 1.30pm

Received 7m3 at 11am, 6.7M3 at 12.35pm, 4 M3 at 1.55pm and 3.4M3 at 2.05pm

By splitting the last load into 2 has left a chance of horizontal cold joints – critical when
pouring 2.1M3 per hr vertically

17/08/21 – Tuesday

Pouring columns C1 & C 5 B7 to B4 & SW6 B 4 up 1 pour joint

To start 11.30am

First 3 trucks sent away as couldn't met spec requirements

Hence columns not poured as wall had to be poured next & had a pour rate to met

At 1pm ordered 46M3 at 20min spacing

Pour went as planned – finished 3.30pm

At 4.30pm ordered column mix again

Truck came out of mix spec so sent away and columns not poured

27/08/21 - Friday

Pouring wall 21A pour 5A, wall 64 pour 8B, column C 7, columns C 6, C2 B 7 to B 4

First truck on site 12.10pm, 260 slump, sent away

Second truck on site 1.15pm – 200 slump but used

Third truck on site 2.30pm – arrived very dry so wet up on site to use so hopefully met
spec

Will be cold joint between 2nd and third trucks

Fourth truck arrived 3.20pm – batched 2.29pm – 1 hr to get to site – added water to use
it – spec???

Fifth truck arrived 3.50pm – batched 2.58pm - 1 hr to get to site – added water to use it
– spec???

Finished pouring 4.40pm

3.5 hrs to pour 25M3 – 7M3 per hour

**In summary after lots of talking and correspondence supply has not improved, supply
requests by us are
being ignored, quality is disgraceful and CPB have lots of rectification to do to satisfy
QA requirements.**

We are doing our best to work the concrete to avoid cold joints but with supply and
quality issues as listed
above we are fighting a losing cause.

Heinrich take no responsibility for poor slab and wall finishes.

Trust it will improve but after 8 months I guess not.

With Regards

Jeff Bedsor

Manager

Heinrich Group of Companies

P O Box 7418

Gold Coast Mail Centre. Q. 9726

Mobile: - 0418 756015

Office: - 07 38079355

Email: - jeff@heinrichgroup.com.au

Appendix 6 -

Communication to team for
processes/issued related to
stakeholders

Russo, Paul

From: Russo, Paul
Sent: Wednesday, 8 September 2021 9:16 AM
To: Clarke, Sophie; Walker, Ben; Rykiert, Patrick
Cc: Abeya, Adrian; Purcell, Joel; Perkins, Justin
Subject: Site Diaries
Attachments: Infrabuild and Hanson - information required for notification of delays

Hi Sophie/Ben/Pat,

Going forward, we need to ensure that our site diaries are being recorded/documented in the One note planner. This is required so that Chris & the commercial team can review our site daily records at a quick glance to inform them of our position when it comes to any potential delays & claims from our subcontractors.

Please fill out your relevant section underneath your corresponding supervisor's section so that it is easily traceable.

Things to ensure that we are including (but not limited to):

- Daily occurrences on site – pours, reinforcement deliveries etc.
- Noteworthy conversations on site, particularly where decisions are made, issues are rectified/identified etc.
- Events which cause delays to us and/or contractors
 - For delays specifically related to Hanson & Infrabuild, the attached template needs to be completed and sent to Adrian. In your diary, note that there was a delay and refer to the template and include a link to this item (no need to complete the information twice)

It is important to acknowledge that site diaries can be used in a court of law if disputes arise between CBGU & their subcontractors. As such, the completion of these diaries is important and mandatory. They are solely a factual record of what has occurred on site and are not intended to be biased in any shape or form.

You also need to insert/paste your historical diary into one note so that it is up to date. Can we aim to have this completed by 17/9.

Please see me if you have any issues, cheers.

Regards

Paul Russo

Project Engineer



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