

BSBLDR403 LEAD TEAM EFFECTIVENESS ASSESSMENT SUMMARY

The assessment activities for *BSBLDR403 Lead team effectiveness* cover all aspects of the unit of competency required. To demonstrate competence in this unit, a participant must undertake all tasks and complete them satisfactorily and consistently. For Apprentices and Trainees, this includes employer completion of the Employer Record Book (ERB).

Participants must read all the information given before starting any assessment task. The assessment tasks are intended to be equitable, fair and flexible. If a participant has any questions or requires alternative arrangements to be made such requests should be directed to their Trainer/Assessor, who should note such arrangements in the 'Assessor Comments' on the affected assessment. If a participant feels they are not yet ready to be assessed, they should discuss their options with their Trainer/Assessor.

To satisfactorily complete the assessment, the participant is required to answer all questions correctly and demonstrate their skills to industry standards. If a participant does not answer some questions or perform some tasks, they will be deemed 'Not Satisfactory' for the task and 'Not Yet Competent' for the unit of competency. The Trainer/Assessor is able to provide the participant with additional information on interpreting the assessment outcomes and provide guidance on the participant's options. Should a participant still be deemed 'Not Satisfactory' they will have the opportunity to undertake a supplementary assessment or appeal the result.

By signing the cover page for each assessment item, the participant acknowledges they understand the assessment instructions and requirements and consent to being assessed. The participant also verifies and assures the RTO that the work submitted is their own work.

Participant Name	Ryan Readdy
------------------	-------------

Task	Assessment Results	
Theory Exam	☐ Satisfactory	☐ Not Yet Satisfactory
Practical Assessment	☐ Satisfactory	☐ Not Yet Satisfactory
Outcome for Unit of Competency	☐ Competent	☐ Not Yet Competent

Assessor Name	
Assessor Signature	
Unit Competence Determination Date	Click here to enter a date.

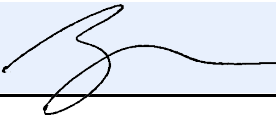
BSBLDR403 LEAD TEAM EFFECTIVENESS

THEORY EXAM INSTRUCTIONS

1. This exam will occur under standard assessment conditions.
 1. An oral examination may be allowed under certain circumstances, whereby the Participant's answers will be documented by a party other than the Participant. This must be acknowledged in writing (e.g. FT001 and Assessor Comments)
2. Participants must provide enough detail in their responses to demonstrate their knowledge and skills.
3. Please fill in the details below, providing your name, signature and date of assessment.
 1. Your signature acknowledges that this is your own work.
4. Assessors are to complete marking in pen of a different colour to the Participant.
5. If a Participant initially answers a question incorrectly but modifies their response, they must follow the instructions below:
 1. If a Participant changes their response in writing, they must put their initials next to the written change.
 2. If a Participant changes their response verbally, this must be noted on the exam paper by the assessor.

Participant name Ryan Readdy

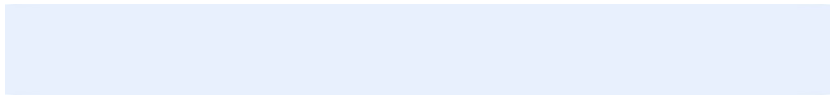
Participant signature



Date 9/10/2019

Assessor name

Assessor signature



Date Click here to enter a date.

Number of questions	Number of questions answered correctly	Task outcome (Tick)	
		Satisfactory	Not Yet Satisfactory
23		☐	☐

ASSESSOR COMMENTS

- Q1. Identify a team that may exist in the workplace. Consider the purpose of the team, its goals and objectives. Name and describe the roles and responsibilities for at least three (3) team members. Finally, identify at least one (1) method that will assist with monitoring progress towards the team goals.**

Answer

Point	Detail		
Team purpose	This team has been established as the site team that will be responsible for the installation of the Hydraulic Services on site.		
Goals and objectives	Objective: To complete all Hydraulic works as shown on the construction plans in accordance with the project specification and within the time and budget constraints. Goals: Maintain project program, Adhere to QA procedures including hold/witness points, achieve 100% defect free.		
Team members	Role	Description	Responsibilities
	1	Inground Services Foreman	- Procurement of daily materials/consumables, - Delegation of tasks,
	2	Internal services Foreman	- Procurement of daily materials/consumables, -Co-ordination of services, Delegation of tasks
	3	Site management & QA	Procurement of major materials, - Scheduling of works in accordance with project program, -QA inspection of Inground and Internal works, Allocating resources to each team member.
Progress monitoring	In the weekly team meeting, review of minutes from the previous meeting in which issues/items were raised and were allocated to be actioned by members of the team and a date for the action to be completed. Did this happen? Were all items actioned and resolved? If not why not?		

☐

- Q2. True or False (Tick your response): A team leader is more of a mentor than overseer who checks work.**

Answer

☒	True
☐	False

☐

Q3. Match the leadership styles and definitions by writing the appropriate letter next to each number in the centre column.

Answer	Style		Answers	Definition		☐	
	1	Authoritarian		1 - B	A		Leaders who let the team function without much interference
	2	Democratic		2 - C	B		Leaders who fully control their team
	3	Laissiz-Faire		3 - A	C		Leaders who try to include everyone in the decision-making process

Q4. Why is it important for team leaders to include team members in the planning process?

Answer	- Can bring new ideas into the plan, Team members will feel valued as a member of the team, Will develop a sense of responsibility to the objectives, will form cohesion within the team	☐
--------	--	--------------------------

Q5. For each of the listed activities in the table below, identify two (2) methods that team leaders can use to involve team members.

Answer	Activity	Method/s to involve team members	
	Goal setting	1. Team meetings 2. Have each individual member of the team identify their goals, and then compare these to the teams goals to ensure they are aligned.	☐
	Decision making	1. Brainstorming sessions, 2. Use of team emails/intranet/cloud so that all team members are aware of the team's interactions as a whole (everyone is up to speed when its time to make decisions).	
	Work allocation	1. Talk one-on-one with each member of the team about who they think should have what role and why. 2. Team meeting to evaluate team resources.	

Q6. True or False (Tick your response): Diverse teams produce more creative results than teams in which members are from a similar background.

Answer	☒	True	☐
--------	-------------------------------------	------	--------------------------

☐	False
--------------------------	-------

- **Provide two (2) examples of how the knowledge, skills and background of team members can enhance team practices.**

Answer ☐ 1. Team members may have been involved in a similar team previous so can bring in 'past experiences' that have worked or identify team practices that haven't worked in the past.
2. Individuals can use their knowledge/skills with other team members by sharing what has worked or not worked in the past.

- Q7. Provide two (2) reasons that responsibilities must be carefully delegated within the work team.**

Answer ☐ 1. To achieve the teams goals, the right person has to be responsible for that aspect of the work. Incorrectly delegating responsibilities may pre-determine the success of the team.
2. To ensure that team members can work efficiently with their responsibilities. For eg. Assigning a team member responsibilities that were on opposite sides of the site. Much of their time may be taken up moving around the site, rather than fulfilling their actual role.

- Q8. Describe what innovation brings to the workplace. Provide one (1) example of innovative practice.**

Answer ☐ Innovation can bring new, more efficient ideas and procedures into the workplace, that in turn may increase the overall productivity and atmosphere within the workplace.
1. Cloud based workflow. With the introduction of cloud based QA systems the team as a whole has access to the QA, which has reduced the number of final defects as they can be easily referenced by team and checked that the items have been closed out, rather than having to go and find the QA paperwork to document that the defect is closed.

- Q9. Explain how encouraging team members to assist each other in undertaking their roles and responsibilities can improve productivity.**

Answer ☐ This can happen in 2 ways;
1. A second set of eyes can allow for QA to be introduced into that role (an easier, more efficient way to do things).
2. Each of the team members will get a 1st hand look at the other roles within the team. This will give each member an appreciation of the other members and what they do, which will development cohesion within the team.

Q10. Which of the following are likely outcomes from involving team members in all aspects of a job? Tick all that apply.

Answer	Choice	Possible Answers	☐
	☐	Causes members to resent the team	
	☒	Makes the work more meaningful	
	☒	Improves self-esteem of team members	
	☒	Improves team morale	
	☒	Team members take more responsibility for their individual work	

Q11. Explain how providing feedback to team members can encourage and motivate team members – building trust and positive working relationships.

Answer	It will give a greater purpose to the role they are performing, 'They do notice what I do, and I am appreciated'. It is nice to be appreciated, so a team member that feels that they are an integral part of the team will often work to ensure they stay that appreciated.	☐
---------------	--	--------------------------

Q12. Identify one (1) issue, concern or problem that may be identified by team members. Describe the signs that you would recognise to identify the issue and how the matter could be resolved by internal team negotiation.

Answer	Question	Response	☐
	Signs	Labour becoming unproductive due to inadequate supervision.	
	Solution via negotiation	Have a talk with the workers to get their view on why they are unproductive and how they feel that it can be addressed. Address this through reviewing work allocation given to the supervisors.	

Q13. Identify one (1) issue, concern or problem that would need to be resolved by an external party. Describe the signs that you would recognise to identify the issue and who the matter should be referred to.

Answer

Question	Response
Signs	Reoccurring quality issues arising during testing, (eg. Shower mixers failing pressure test).
Referred to	This would be referred to the manufacturer/supplier.

☐

Q14. Identify three (3) ways that the team leader can serve as a role model to, and motivate, the team.

Answer

1. Support the team; Listen to the teams ideas, and when the team tables a good idea, where possible support the implementation of it. 2. It's the team that succeeds or fails; if the objectives aren't met, it was the team that did or didn't achieve, not just the individual members. 3. Reward the team; provide positive feedback to the members and the team when goals are achieved.

☐

Q15. For each of the following areas, provide one (1) example of how the team leader's contributions to the work team can enhance the organisation's image:

6. Internally, within the work team and the organisation

7. Externally, with clients/customers

Answer

Question	Response
Within the work team and organisation	Through the TL's dedication to the team, the team develops respect for both the TL and the organisation as a whole.
With clients and customers	When the TL addresses the requests from the client by bring it to the team and encouraging the team to achieve the requested goals, the clients/customers view of the organisation as a whole will be enhanced.

☐

Q16. Provide three (3) communication methods that a team leader may encourage the team to use and situations that each communication method would be suitable for.

Answer	Method	Suitability	☐
	Email	Good for recording of conversations or confirming discussions. Also a way to keep the entire team in the loop'.	
	Phone	Good way to get a fast response or message between the team members.	
	One-on-One	Good way to communicate when the issue may be sensitive or a way to informally sound out an idea within the team.	

Q17. Identify two (2) ways that the team leader can maintain open communication with management.

Answer	1. Schedule weekly meetings, rather than calling meetings when there is an agenda. 2. Utilising intranet/cloud based workflow, allowing both parties to easily review the team as a whole.	☐
--------	---	--------------------------

Q18. Identify two (2) issues, concerns and problems that may be raised by the team to management.

Answer	1. New plant procurement- New plant or plant that needs replacing due to age/condition. 2. Employing/Termination of employees- If more staff are needed to be hired or existing staff that are not performing and need to be let go.	☐
--------	---	--------------------------

Q19. For the matters raised in Q18. , identify how the team leader could ensure follow-up action is taken.

Answer	1. Ensure that the items raised are minuted in the weekly management meeting, and that the item is actioned within the time frame requested. Meeting minutes to be made available to the rest of the team. 2. Meet informally and individually with members of management to discuss the issues and reiterate the teams position on the issues.	☐
--------	--	--------------------------

Q20. Identify two (2) issues, concerns and problems related to the team that may be raised by management back to the team.

Answer 1. Performance Issues- Management may raise the issue that the teams objectives are not being completed within budget/time constraints.
2. Quality Issues- Management may identify, whilst reviewing the team's QA, notice that the same quality issue(s) keep reoccurring, and therefore have not been addressed by the team.

☐

Q21. For the matters raised in Q20. , identify how the team leader could ensure follow-up action is taken.

Answer 1. Bring the project estimator into the weekly management meeting and compare allowed vs actual costs to pin point which area of the teams activities are not meeting the expected goals, and brainstorm why.
2. Call a team meeting to review both the work processes and the quality auditing process to identify when/how the issues are occurring and implement new/additional process to eliminate the issues.
3. Follow up training.

☐

Q22. Describe one (1) situation where the team leader may have to negotiate with management on behalf of the team.

Answer 1. Lack of resources- The situation may arise where the team is under resourced which leads to the team having to rush some processes to achieve the program. The team may decide that additional resources are required either permanently or temporary so that the teams objects are achieved within the projects time constraints.

☐

BSBLDR403 LEAD TEAM EFFECTIVENESS

PRACTICAL ASSESSMENT INSTRUCTIONS

8. The following practical assessment will require the Participant to complete work related activities.
9. The Assessor will conduct observations of the Participant's work to determine whether they display sufficient practical skills and knowledge.
10. Please fill in the details below – providing your name, signature and date of assessment.
 1. The Participant's signature acknowledges that the Assessor provided clear instructions and the Participant understood what was required to complete this assessment.
11. The Assessor may substitute a Practical Task with an alternate task of equal value.
 1. Alternate tasks must be fully documented by the assessor in the Assessor Comments area.

Participant name

Participant signature

Date

Assessor name

Assessor signature

Date

Task	Task outcome (Tick)	
	Satisfactory	Not Yet Satisfactory
Task 1 (Occasion 1)	☐	☐
Task 1 (Occasion 2)	☐	☐

ASSESSOR COMMENTS

BSBLDR403 LEAD TEAM EFFECTIVENESS

Practical Task 1 (2X)

Description of task:

On two (2) occasions, a suitable observer is to verify the participant's ability to lead team effectiveness, including:

12. Developing a team work plan that provides –
 1. Documentation of how it was generated and how it will be monitored
 2. Incorporation of innovation and productivity measures
13. Communicating with team members and management to –
 1. Identify and establish the team purpose, roles, responsibilities, goals plans objectives
 2. Consult, encourage, support and provide feedback
 3. Model team leadership behaviours and approaches
 4. Resolve problems

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. Evidence to be submitted may include:

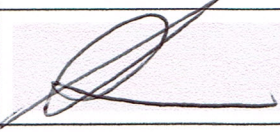
1. Meeting minutes (e.g. subcontractor meeting, HSE committee meeting)

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:

Nil

Assessment of task

Name of participant:	Ryan Readdy		
Name of observer:	Shane Sandrey		
Role of observer (Confirm suitability to sign)	Project Manager		
Email address of observer	admin@smsprojects.com.au		
Signature of observer:			
Date:	17/10/2019		
When completing the task, did the participant:	Tick if satisfactorily completed. Provide comments if left unticked.		
	1st Occasion	2nd Occasion	
Q23. Lead and consult with the team to document work plan, incorporating: 2. Team purpose, roles, responsibilities, goals, plans and objectives 3. Innovation and productivity measures 4. Notes on how the work plan was generated and how it would be monitored	☒	☒	
Q24. Lead team to develop cohesion, including: 5. Providing opportunities for input of team members into planning, decision making and operational aspects 6. Encouraging and supporting team members to take responsibility for own work and to assist each other 7. Providing feedback to team members to encourage, value and reward individual and team efforts and contributions	☒	☒	

Q25. Participate in and facilitate work team, including: 8. Leading and supporting team members in meeting expected outcomes, through delegation and work allocation 9. Actively encouraging team members to participate in and take responsibility for team activities and communication processes 10. Giving the team support to identify and resolve problems, issues and concerns 11. Acting as a role model to enhance the organisation's image	☒	☒
Q26. Maintain open communication by passing information from management to the team and vice versa (including issues, concerns and problems) and ensuring follow-up action was taken.	☒	☒
The Participant's performance was: ☒ Satisfactory ☐ Not Satisfactory		

OBSERVER COMMENTS

Ryan acts as my on site supervisor for our bathroom renovation projects. Through the way that he approaches each project he quickly develops a good working relationship with the clients. In addition we try and use the same group of subcontractors on our projects, which has forged a mutual respect between Ryan and the rest of the team. It is this cohesion that allows this team to work effectively and ensure that the final build is of the highest quality that our clients expect.