

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 Christine Marcek

Participant signature



Assessor name

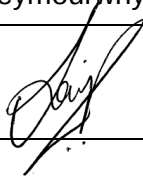
Assessor signature

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:	Christine Marcek
Name of observer:	Ravi Prasad
Role of observer (Confirm suitability to sign)	National Environment and Sustainability Manager
Email address of observer	Ravi.Prasad@seymourwhyte.com.au
Signature of observer:	
Date:	15/10/2020
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.	☒

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

To complete this task, we undertook a part role play / part quiz exercise primarily based on a previous leadership role Christine held (Sales Manager for a small camper trailer company) and drew on this previous experience to illustrate her understanding of team management. Christine noted it was important to establish expectations from the very first meeting and detailed the process of hiring two new employees (Warranty Administrator and Mechanic). Christine was able to describe the importance of setting clear roles and responsibilities, describing the interview, first day and ongoing meetings required to maintain optimal performance. Christine demonstrated an understanding of the different managerial styles required to deal with different personality types in order to optimise both individual and team performance, and detailed actions taken to support and promote performance such as informal mentoring and allowing flexible working hours to better manage conflicting work and family obligations.

Christine was able to speak at length regarding team cohesion and the need to facilitate teamwork, starting with the development of a framework to support this, such as by having procedures for Recruitment, Selection and Induction, Performance Management, Training and Development, Grievance and Conflict Resolution and the like. Christine provided an implementation example of a weekly team meeting designed to be productive in nature. This meeting met several objectives, as it brought the workshop team together with the sales and office team to ensure both were working in a unified manner. While formally chaired, this meeting was open in nature with all team members contributing and enabled progress and issues to be discussed, and resolutions identified. The inclusive approach required input from all team members and with a preference for mutual agreement on solutions, ownership of agreed actions was promoted within all team members. It was also used as a forum to celebrate team and/or individual successes. Christine noted while this meeting is only one action, it is a critical component for cultivating collaboration and open communication within a team.

Christine spoke of the need to model the behaviours desired within a team and described how careful pairing of team members is able to assist i.e. ensuring new team members are placed with high performing existing personnel which helps to solidify expectations outlined during the recruitment process and enables informal coaching/mentoring. Christine noted that different team building methods were suited to different work environments; with the camper trailer company a team building strategy she developed was to allow team members to use demonstrator trailers and go on weekend camping

trips as a team. This was effective on many levels, as it assisted with improving product knowledge, by team members interacting together in an informal and fun setting it fostered better working relationships and it also provided excellent marketing opportunities via company social media which was very beneficial to the business.

Christine identified that clear and targeted communication is key and described the importance of modifying your approach to suit the audience where possible. We workshopped a scenario where a dealer has amended an order with a customer to add accessories to a trailer but did not communicate this to head office until two days prior to delivery day. Christine stepped through the process of communicating this change to the team via the weekly progress meeting, where the challenges created from this lack of dealer communication need to be worked through by the workshop team to juggle existing workload to enable the customer's trailer to be readied in time for collection, and with the office team to arrange special delivery of required accessories in a short time frame. Determining follow up actions to prevent reoccurrence occurred via consulting with the entire team first to develop a more robust dealer ordering process and then communicating this procedure update to the dealer network both verbally to maintain relationships, as well as in writing to ensure the new process is clearly understood and documented.

In her current role, Christine excels at communicating and provides guidance to the wider project teams, identifying and eliminating knowledge gaps in a supportive manner. She is also good at escalating issues to senior management when required due to resistance / repeated non-conformance. Attached to support her communication ability are a number of emails which reflect the varied interactions Christine has within the business.

Example of issuing Positive Feedback:

PSEM Upgrade Feedback - Inspection by Person



Christine Marcek
To Daniel Kirwan

Reply Reply All Forward ...

Wed 27/11/19 8:34 AM

Hi Dan,

Following on from the earlier praise and thanks given for your efforts in developing and bringing to life my Inspections by Person report, I wanted to share thanks in writing.

As I've just learnt yesterday/today, not only is it fantastic for bulk uploads of information, but I can also quickly filter and report on specific records e.g. when entered after the fact and enter straight to SP with no excel report required.

Its just so easy. So quick. So efficient and all those other good things.

So here for posterity is an official thank you – this report continues to bring joy to my day!!

Cheers,
Chrissy

Inspections by Person

Inspection Types: Enviro Inspection, iLead, Weekly Inspection
31/10/2019 to 02/11/2019

ID	Project Code	Date	Team Member	Inspection Type
<u>Chandler Highway Upgrade</u>				
44762	021707	31/10/2019	Courtney Hoops	Weekly Inspection

At 27/11/2019

InspectionsByPerson

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Christine Marcek
HSEQ Administrator

Example of issue communication to senior management group as well as project representatives:

From: Christine Marcek
Sent: Tuesday, 21 May 2019 4:18 PM
To: Des Rowley; Steve Lambert; Greg Anderson
Cc: Rue Grimston; Peter Lawrence
Subject: RE: 5 non negotiables
Attachments: Slide up dated 190513.pptx; Slide up dated 190521.pdf; SWC Non-Negotiables.pdf

Hi All,

Per Action item 100313.13, in yesterday's meeting the amended non-negotiable wording for Hit by Moving (resulting from the M4 pit lit MTI-SD incident) was discussed. Thank you Patrick for the attachments sent yesterday, note this exercise uncovered two issues which have been rectified today:

1. M4SM Induction – the last update to the new induction template was accidentally actioned incorrectly e.g. the Non-negotiable slide was the old version & did not have the accountability statement at the bottom.
 - This has been updated by the project per attached (190513 shows the old slide, 190521 shows the new version updated today)
2. Non-negotiables poster available in SharePoint had not been updated when the standard induction template was amended.
 - I have today updated the poster in SharePoint to reflect the same content as the current standard template induction slide; this includes the accountability statement at the bottom as mentioned yesterday – refer attached

Des – can you please review the proposed wording amendment and discuss with the group whether this should be incorporated company wide to ensure clarity of meaning.

If anyone has any queries at all, please let me know.

Current Wording:

Always secure tools and materials when working in an elevated position, and never work under suspended loads or elevated works.

Proposed Wording:

Always secure tools and materials when working in an elevated position, and never work under **or place part of your body under a** suspended loads or elevated works.

Warm Regards,
Chrissy

[Example of providing support to new team member:](#)

From: Christine Marcek
Sent: Thursday, April 18, 2019 9:08 AM
To: Ravi Prasad <Ravi.Prasad@seymourwhyte.com.au>
Subject: FW: B2B PSEM #73 CL2 EI - 01/04/19 - B2-C1 Complete

Hey Ravi – email trail below FYI only (not to re-forward lol!)

As mentioned yesterday, I had a great chat with Jacqui and helped her through adding PIP/AR from an incident record, as well as a couple of pointers on SharePoint, so hopefully she feels more comfortable with the system now.

Sharing this just so you can see what I sent 😊

From: Jacqueline McKenzie
Sent: Wednesday, 17 April 2019 3:21 PM
To: Christine Marcek <Christine.Marcek@seymourwhyte.com.au>
Subject: RE: B2B PSEM #73 CL2 EI - 01/04/19 - B2-C1 Complete

Thanks Chrissy

This was my first attempt so definitely not 100% across it. I used the forms Brad sent me so I'll check with doc control as to where I should be obtaining the correct version in future. I'll raise the actions in PSEM and will give you a call if I need help!

Regards

Jacqueline McKenzie
Environmental Manager

From: Christine Marcek
Sent: Wednesday, 17 April 2019 2:50 PM
To: Jacqueline McKenzie <jacqueline.mckenzie@dswjv.com.au>
Subject: RE: B2B PSEM #73 CL2 EI - 01/04/19 - B2-C1 Complete

Hey Jacqui,

Quick FYI re: some minor admin stuff that I've fixed / process requirements in case you're not 100% across (please ignore anything you already know lol):

- Edited document prior to final signatory to:
 - Update to **Final** (not Draft) (note: I generally recommend not using the draft checkbox, just send it out and if you get comment and need to update, just update the version no. Just my opinion)
 - Update B2 date to **01/04/19** (not 01/14/19)
 - Update C1 incident number to **73** (not 34)
 - Update C1 to change signatory from OM/RM to **NEM**
 - Note: B2-C1 was the old revision templates – there was some difficulty at B2B with these forms not being available in the JV format, this should now be rectified so please ensure that you use the new versions of these directly from your mgmt. syst, and not from a previous incident / saved on desktop etc!
 - Signoff process for B2B is project Enviro & PM/PCM, then to Pat, then Steve then Ravi (although Ravi is often involved in consultation earlier). Needs to pass from Pat to Steve within 8 days, so recommend getting to Pat within 4-5 days, in case he has any queries (cc Ravi & me).

- With the actions listed in the C1, **all Preventative Actions** need to be raised in PSEM as PIP/AR under the incident, and **any applicable Immediate/Corrective ones as well**. All noted actions, including Immediate/Corrective that don't need PIP/AR need to have **evidence** to support closure, and this evidence should be added to the PSEM record either under the PIP/AR or incident attachments section.

If any of the above is not quite clear, or you'd like to verify / query / clarify anything related to this, please don't hesitate to give me a call/email and we can discuss!!

Cheers,
Chrissy

Example of liaising with other departments to develop and communicate a resolution:

From: Christine Marcek
Sent: Friday, 27 September 2019 10:23 AM
To: SWC Safety; All Environmental Team; SWC Project Managers; MASSADI, Jai; FRAZIER, Dallas; Aline Rolim; GRUNDY, Jessica; THOMAS, Paul; ARNOLD, Marcus; Jacqueline McKenzie; Lachlan Trappett
Cc: Andrew Black; SWC Construction Managers
Subject: RE: Text Notification - Shortcut Sheet
Attachments: Notification Shortcut Sheet.pdf

Follow Up Flag: Follow up
Flag Status: Flagged

Good Morning All,

Further to the last email, IT have developed an Icon link to replace the manual process initially instructed. This upgrade is being pushed out today / tomorrow and will result in the below icon appearing on your **iPhone and iPad**. To use:

- **Tap on the Icon** and it will bring up Microsoft Sign In
- Enter your **email and password** (per Microsoft/normal computer login details)
- If preferred, **select "Yes"** to stay signed in (to avoid sign in steps)
- The Icon will take you directly to the **most current Shortcut Sheet** as per SharePoint
 - You can increase the size of the sheet to zoom in closer and correctly select a link
- **Tap on required link** and an email will automatically open
- **Enter concise incident details** as usual (include your name & title at the end) and all done!!

Screenshots of the process are below, if you have any general queries please get in touch with me, or if you have any IT issues contact IT.

Note – SWC devices must be signed into the **Meraki app** for the Text Message App to show. For those without a SWC device, the manual process in initial email below will apply; current PDF is attached for updating in iBooks.

Warm Regards,
Chrissy