

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).

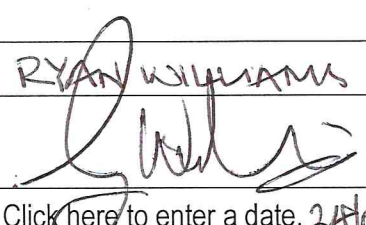
Participants must read all the information given before starting any assessment task. The assessment tasks are intended to be equitable, fair and flexible. If a participant has any questions or requires alternative arrangements to be made such requests should be directed to their Trainer/Assessor, who 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	Kylie Waldock
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Task	Assessment Results	
Theory Exam	☒ Satisfactory	☐ Not Yet Satisfactory
Practical Assessment	☒ Satisfactory	☐ Not Yet Satisfactory
Outcome for Unit of Competency	☒ Competent	☐ Not Yet Competent

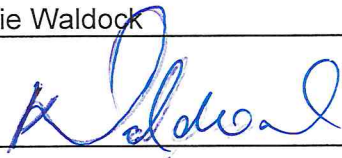
Assessor Name	RYAN WILLIAMS
Assessor Signature	
Unit Competence Determination Date	Click here to enter a date. 24/07

BSBLDR403 LEAD TEAM EFFECTIVENESS

THEORY EXAM INSTRUCTIONS

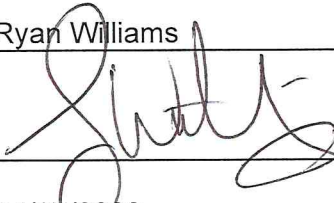
- This exam will occur under standard assessment conditions.
 - An oral examination may be allowed under certain circumstances, whereby the Participant's answers will be documented by a party other than the Participant. This must be acknowledged in writing (e.g. FT001 and Assessor Comments)
- Participants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

Participant name Kylie Waldock

Participant signature 

Date 24/07/2020

Assessor name Ryan Williams

Assessor signature 

Date 24/07/2020

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

- 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	Development Team		
Goals and objectives	To produce overall development asset, meeting given timeframes, budget, and customer and stakeholder expectations.		
Team members	Role	Description	Responsibilities
	1	Development Manager	Responsible for the overall development – negotiations with stakeholders, cashflows, mapping and design, staffing and customers needs.
	2	Assistant Development Manager	Assist in the management of all aspects of the development process – superintending, design, planning and delivery, maintaining documents and reports.
	3	Landscape Project Manager	Planning and delivery of all landscape and some civil aspects across the developments communal areas and homes.
Progress monitoring	Team Meetings – weekly briefing with other staff members (sales/marketing/park management) Construction Meetings – Building and Civil communications and planning with Building Contractors. PCG Meetings – communication with stakeholders.		

- 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 To ensure that the team has a good understanding of its purpose and how it will be achieved.
To establish agreed goals, and set roles & responsibilities of each team member, encouraging commitment and ownership of their tasks.

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	Meetings/brainstorming Establish a work plan	☒
	Decision making	Meetings Emails, general discussion	
	Work allocation	Meetings to include work allocation/goals Project plan showing timelines and milestones	

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

Q7. Provide two (2) examples of how the knowledge, skills and background of team members can enhance team practices.

Answer Innovation - application of better solutions and meeting requirements. Tapping into the team diverse experience and differing skills and knowledge.

Productivity – team members can identify where to improve output of work by streamlining processes and time management.



Q8. Provide two (2) reasons that responsibilities must be carefully delegated within the work team.

Answer To achieve the best outcome, tasks should be allocated according to the team members ability, skill, capacity and strengths.

To avoid conflict or resentment within members of the team.



Q9. Describe what innovation brings to the workplace. Provide one (1) example of innovative practice.

Answer To provide a more effective and efficient use of resources/technology.

Our development has a fibre optic network which allows sales, marketing and park management staff to communicate direct to a residents home, either via TV broadcast (advertise upcoming events), ability to communicate direct to the auto gate, reception or homes via intercom. This has elevated the time and resources of staff and allows the developments residents to communicate and live independently. This system was introduced by the development team at the beginning of construction on the site.



Q10. Explain how encouraging team members to assist each other in undertaking their roles and responsibilities can improve productivity.

Answer Regular meetings/updates about the project improves morale, ownership and makes the work meaningful to the team. Understanding each others tasks and strengths provides encouragement and support from other members.

Productivity and deadlines can be monitored, with assistance allocated in specific areas by other members to avoid delays.



Q11. 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



Q12. Explain how providing feedback to team members can encourage and motivate team members – building trust and positive working relationships.

Answer

To encourage and motivate team members, the Manager providing feedback allows the team to see that upper management is invested and values the teams contributions. Also assists by evaluating the team – monitoring processes and the health of the team members. Positive feedback further boosts and encourages confidence. Negative feedback can be confronting however support and planning can be addressed constructively.



Q13. 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	Deadline not being met
Solution via negotiation	Team leader to discuss directly with the team member, and then to the team as a whole to possibly review and amend the work plan , provide closer management support, or assess resources or training required to complete the task.



Q14. 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	Disrespect within the team
Referred to	Team Leader initially address the issue one on one with the team member/s involved. Offer counselling if required. Management could facilitate a team/staff event outside of the project to mend morale.



Q15. Identify three (3) ways that the team leader can serve as a role model to, and motivate, the team.

Answer

Be a mentor – lead by example and show that you contribute to the team, and provide support and assistance where required.

Communicate – provide clear feedback, advice and set clear goals. Also listen and act on team members concerns or ideas.

Identify and resolve problems – focus on the problem, not the person. Suggest positive solutions and support any necessary changes required.



Q16. 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:

- Internally, within the work team and the organisation
- Externally, with clients/customers

Answer

Question	Response
Within the work team and organisation	Lead by example – model the expected work ethic and behaviour you expect from your team and organisation.
With clients and customers	Communicate and Listen – whether positive or negative feedback is received, clients and customers will have confidence in the team if they know that issues/feedback is being heard and addressed.



Q17. 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	To advise updates and general information.	
	Meeting	Regular meeting of all team members, with agenda items to be reviewed, and also the opportunity to assess progress and discuss any item relevant to the project.	
	Planner	Have a visual planner (white board)	

Q18. Identify two (2) ways that the team leader can maintain open communication with management.

Answer	Have regular meetings with management and deliver regular reports – communicating open and honestly on the project – both good and bad points.	☒
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Q19. Identify two (2) issues, concerns and problems that may be raised by the team to management.

Answer	Team members may require additional training to enhance their skills. Additional resources may be required (additional team member, consultant or IT)	☒
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Q20. For the matters raised in Q19. , identify how the team leader could ensure follow-up action is taken.

Answer Additional training - Submit a request with management for additional training, outlining benefits and budget impact.

Additional resources – Submit a request with management for additional resource (type/skill required, capacity, cost impact).



Q21. Identify two (2) issues, concerns and problems related to the team that may be raised by management back to the team.

Answer Under performance or failure to meet deadlines.

Exceeding budget.



Q22. For the matters raised in Q21. , identify how the team leader could ensure follow-up action is taken.

Answer Team leader will need to meet with the team to assess work plan, progress and identify and address any problems. May need to revise work plan and report to management.

Same applies for budget issues. Team meeting to determine problem, adjust work plan and implement strategies to reduce costs.



Q23. Describe one (1) situation where the team leader may have to negotiate with management on behalf of the team.

Answer Negotiation with management would be required where the team have identified that the original budget is not achievable.



BSBLDR403 LEAD TEAM EFFECTIVENESS

PRACTICAL ASSESSMENT INSTRUCTIONS

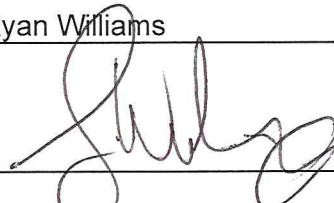
- The following practical assessment will require the Participant to complete work related activities.
- The Assessor will conduct observations of the Participant's work to determine whether they display sufficient practical skills and knowledge.
- Please fill in the details below – providing your name, signature and date of assessment.
 - The Participant's 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 an alternate task of equal value.
 - Alternate tasks must be fully documented by the assessor in the Assessor Comments area.

Participant name Kylie Waldock

Participant signature 

Date 24/07/2020

Assessor name Ryan Williams

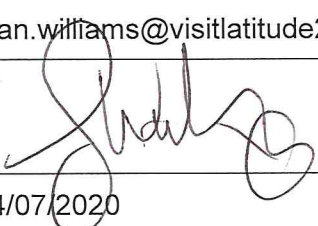
Assessor signature 

Date 24/07/2020

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

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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: • Developing a team work plan that provides – ○ Documentation of how it was generated and how it will be monitored ○ Incorporation of innovation and productivity measures • Communicating with team members and management to – ○ Identify and establish the team purpose, roles, responsibilities, goals plans objectives ○ Consult, encourage, support and provide feedback ○ Model team leadership behaviours and approaches ○ 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: • 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:	Kylie Waldock	
Name of observer:	Ryan Williams	
Role of observer (Confirm suitability to sign)	Manager	
Email address of observer	ryan.williams@visitlatitude25.com.au	
Signature of observer:		
Date:	24/07/2020	
When completing the task, did the participant:	Tick if satisfactorily completed. Provide comments if left unticked.	
	1st Occasion	2nd Occasion
1.A. Lead and consult with the team to document work plan, incorporating: • Team purpose, roles, responsibilities, goals, plans and objectives • Innovation and productivity measures • Notes on how the work plan was generated and how it would be monitored	☒	☐
1.B. Lead team to develop cohesion, including: • Providing opportunities for input of team members into planning, decision making and operational aspects • Encouraging and supporting team members to take responsibility for own work and to assist each other • Providing feedback to team members to encourage, value and reward individual and team efforts and contributions	☒	☐

1.C. Participate in and facilitate work team, including: • Leading and supporting team members in meeting expected outcomes, through delegation and work allocation • Actively encouraging team members to participate in and take responsibility for team activities and communication processes • Giving the team support to identify and resolve problems, issues and concerns • Acting as a role model to enhance the organisation's image	☒	☐
1.D. 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

See attached;

Team Meeting: conducted by participant with all staff members about all aspects of the development and everyone's individual roles/tasks.

Construction Meeting: attended to by participant, who as an Assistant Development Manager, has responsibilities within the project to oversee and respond to agenda items.

- Meeting Title Team Meeting
- Attendees Jane G. Kylie W.
Kim R.
Linda K.
Julie P.
Shane H.
Ryan W.

- Date 21/07/2020
- Time 10 am.

Notes/Minutes

Action

- Display Home event 7 Aug.
 - finalise furniture order K
 - marketing signage LK.
- Stage 2A homes
 - Landscaping complete 29/07
 - Lib1 settlement 30/07 JG.
- Construction update video → LK & RW - booked 31/07.
- Village management - Portal System
Resident comms
 - Schedule meeting with KW, JP & LK to discuss intro/plan.
- Health Hub - power outage
 - KW to confirm with PBS date & time
 - JP to advise residents

Meeting closed 10.25 am K.





Meeting #6

PBS Building (QLD) Pty Ltd
Level 1, 5/41 Lavarack Avenue
Eagle Farm, Queensland 4009
Phone: (07) 3136-1333

Project: 3-30.QD026 - Latitude 25 Health Hub
174 Chapel Road
Nikenbah, Queensland 4655

Construction Progress Meeting Minutes

MEETING DATE: 15/07/2020 MEETING TIME: 1:00 pm - 2:30 pm Brisbane

MEETING LOCATION: Latitude 25 Clubhouse

OVERVIEW:
Construction Progress Meeting

NOTES:

ATTACHMENTS:

ATTENDEES:

Name	Company	Phone Number	Email	Attendance
Kylie Waldock	Nikenbah Constructions Unit Tr	Tel: 0429-474-014	kylie.waldock@visitlatitude25.com.au	Present
Ryan Williams	Nikenbah Constructions Unit Tr	Tel: 0422-389-110	ryan.williams@visitlatitude25.com.au	Present
Peter Abood	PBS Building	Tel: 0437-740-330	peter.abood@pbsbuilding.com.au	Present
Curtis Ahrens	PBS Building	Tel:	curtis.ahrens@pbsbuilding.com.au	Present
Kristina Saedder	PBS Building	Tel: 0488-550-570	kristina.saedder@pbsbuilding.com.au	Present

General

No	Meeting Origin	Title	Assignment	Due Date	Priority	Status
1.1	6	Progress Overview	Peter Abood (PBS Building)	15/07/2020	Medium	Open
	Description: Progress Overview from Peter					
	Official Documented Meeting Minutes: General Progress Overview - Roof on this month - Structural Steel installed - Shade structures being installed this week - Pool cover arrives next week - Electrical/Slabs completed except for breezeway - Bowls Carpet - waiting on update from Sports Build, expect out of customs 20/07/20 - Concrete Paths - coordinating with SH - Blockwork due to be completed by end of month - Grille Package arriving 16/07/20 Program - Pushed to 13/09/20 (PA to send new revision)					
1.4	6	Tour Date	Peter Abood (PBS Building)	31/07/2020	High	Open

These meeting minutes are believed to be an accurate reflection of those items discussed and the conclusions that were reached during the referenced meeting.

Please contact PBS Building (QLD) Pty Ltd if there are any discrepancies or questions with the content of these minutes.



Meeting #6

	Description: Public tour of new area					
	Official Documented Meeting Minutes: Discussion regarding being able to open the Tennis Courts and Lawn Bowls areas for a public tour on 7th August 2020. Agreed that would be possible and discussed access being provided from Lot 114 on the Bowls footpath and through to the Clubhouse.					
1.5	6	Next Meeting	Peter Abood (PBS Building)	29/07/2020	Medium	Open
	Description: Confirm date and time for next meeting					
	Official Documented Meeting Minutes: Next meeting for 2 weeks time, 29/07/20 at 1:00pm					

Swimming Pool

No	Meeting Origin	Title	Assignment	Due Date	Priority	Status
2.1	6	BMS to Pool	Peter Abood (PBS Building)	29/07/2020	Medium	Open
	Official Documented Meeting Minutes: Discussion around if data collection from pool is required (e.g. temperature, chemical dosage etc) and if it can be sent back to Clubhouse BMS. Peter to discuss with Brent (LV Pools)					

Sports Areas

No	Meeting Origin	Title	Assignment	Due Date	Priority	Status
3.1	6	Tennis Courts	Peter Abood (PBS Building)	29/07/2020	Medium	Open
	Description: Linemarking Options					
	Official Documented Meeting Minutes: Sports Build advised there would be no issues with linemarking to second tennis court being completed at a later stage. Linemarking to go ahead will be 1 x Tennis Court, 3 x Pickle Ball. All court materials (e.g. nets) will be supplied for the second tennis court. Sports Build had raised ongoing maintenance issue of red dust/dirt settling on white linemarking may leave stain if not removed/cleaned.					

Building

No	Meeting Origin	Title	Assignment	Due Date	Priority	Status
4.1	1	Carpet Tiles	Kylie Waldock (Nikenbah Constructions Unit Tr)	29/07/2020	Medium	Open
	Description: Carpet Tile Map					
	Official Documented Meeting Minutes: New revision to come as solid blue carpet tile is being removed from scope (final colour not yet selected).					
	Previous Meeting Minutes: 01/07/2020: (None) 13/12/2019: Detail map of carpet tiles to be provided					

These meeting minutes are believed to be an accurate reflection of those items discussed and the conclusions that were reached during the referenced meeting.

Please contact PBS Building (QLD) Pty Ltd if there are any discrepancies or questions with the content of these minutes.



Meeting #6

4.2	1	Shutterflex	Kylie Waldock (Nikenbah Constructions Unit Tr), Peter Abood (PBS Building)	29/07/2020	Medium	Open
Description: Shutterflex - Potential Savings						
Official Documented Meeting Minutes: Discussion around options for screens Shutterflex to retain the fins to match the Clubhouse. RW asked if there was any scope to further reduce the fins on the pool surround. PA advised probably not as would start to impact the aesthetic. Dynamic Engineering have a proposal for the other screens, currently being reviewed by Peter and RV (Ryan Vibe, CA). PA advised potential to reduce the awning at end of gym area from 900 to 600. PA to advise potential savings. RW/KW to review if curtains or blinds may be required for the gym area.						
Previous Meeting Minutes: 01/07/2020: (None) 13/12/2019: Potential Savings \$50k Gym - shorten length of awning to 600mm (not in Tender) \$69k Pool Store Room - changed size from 5mm to 3mm (included in Tender) - Knotwood Option savings - ceiling screens Options raised by NCUT - PVC Chainwire at back of Pool Store, maybe with landscaping/planting - Potential noise issue to nearby homes if fins not used? Possible acoustic treatments to be investigated. Must have cross flow ventilation and no roof. - Reduce amount of fins on Gym building, e.g. ends only? Enough to visually connect with other buildings.						
4.3	6	Tile Layout	Kylie Waldock (Nikenbah Constructions Unit Tr)	17/07/2020	Medium	Open
Description: Tile Layout						
Official Documented Meeting Minutes: KW to forward the Tile pattern layout						
4.4	6	Sauna Layout		29/07/2020	High	Open
Description: Discuss options for Sauna layout						
Official Documented Meeting Minutes: PA and RV are reviewing potential Sauna layouts and will provide detail. RW advised that Infra-Red may be the best option and could be a selling point.						
4.5	6	Electrical Plans		13/07/2020	Medium	Closed
Description: For Construction issue has been received.						
Official Documented Meeting Minutes: Noted IFC has been issued and received.						
4.6	6	Mechanical		29/07/2020	Medium	Closed

These meeting minutes are believed to be an accurate reflection of those items discussed and the conclusions that were reached during the referenced meeting.

Please contact PBS Building (QLD) Pty Ltd if there are any discrepancies or questions with the content of these minutes.



Meeting #6

	Description: Mechanical Plans are still in Tender Issue					
	Official Documented Meeting Minutes: PA advised that he was comfortable to use Atkinsons Air Conditioning design and have their Form 15 rather than go through EMF for IFC. RW agreed.					
4.7	6	Virtual Golf	Kylie Waldock (Nikenbah Constructions Unit Tr)	17/07/2020	Medium	Open
	Description: Virtual Golf Area					
	Official Documented Meeting Minutes: RW advised that the Virtual Golf Package has been let. KW to provide contact details to PA.					

External Works

No	Meeting Origin	Title	Assignment	Due Date	Priority	Status
5.1	6	Handrail to Pathway		29/07/2020	Medium	Open
	Description: As per RFI #10 and response from BMA PBS will confirm with Certifier					
	Official Documented Meeting Minutes: As per RFI#10 PA will seek clarification from Certifier regarding handrail					
5.2	6	Handrail to Lawn Bowls Pathway	Peter Abood (PBS Building)	07/08/2020	Medium	Open
	Description: Discussion about whether there will be a need for a handrail along the side of the Lawn Bowls area, on the pathway between Lawn Bowls and the Clubhouse. Approx 300mm drop from pathway to bowls area. PA advised it could be a rail on top of the ditch wall and could be retro-fitted if necessary. RW advised that this would be reviewed at a later stage, following construction.					
5.3	6	Lighting Controls	Peter Abood (PBS Building)	29/07/2020	Medium	Open
	Description: Lighting Controls					
	Official Documented Meeting Minutes: PA to forward summary of lighting controls (externals, bollards etc) to RW. Update site plan with markup indicating time clocks etc.					
5.5	6	Signage Package	Kylie Waldock (Nikenbah Constructions Unit Tr)	29/07/2020	Medium	Open
	Description: Signage Package					
	Official Documented Meeting Minutes: KW to arrange meeting with Wood & Wood regarding Signage Package.					

New Business

No	Meeting Origin	Title	Assignment	Due Date	Priority	Status
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These meeting minutes are believed to be an accurate reflection of those items discussed and the conclusions that were reached during the referenced meeting.

Please contact PBS Building (QLD) Pty Ltd if there are any discrepancies or questions with the content of these minutes.