

BSBPMG515

MANAGE PROJECT HUMAN RESOURCES

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

BSBPMG515

MANAGE PROJECT HUMAN RESOURCES

Practical Task 1

Description of task:

A suitable observer is to verify the participant's ability to manage human resources related to projects – including planning for human resources, implementing personnel training and development, and managing the project team.

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, Personnel documentation.

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@cbqujv.com.au	
Signature of observer:		
Date:	Click here to enter a date.	
When completing the task, did the participant:		Tick if satisfactorily completed. Provide comments if left unticked.
1 Plan human resources relevant to projects		
1.1A. Determine resource requirements for individual tasks to establish required project personnel levels and competencies.		☐
1.1B. Establish project organisation and structure to align individual and group competencies with project tasks.		☐
1.1C. Allocate personnel to the project to meet planned work outputs throughout project timeline.		☐
1.1D. Apply human resources management (HRM) methods, techniques and tools to support engagement and performance of personnel.		☐
2 Implement project personnel training and development		
1.2A. Negotiate, define and communicate clear project role descriptions.		☐
1.2B. Identify, plan and implement ongoing development and training of project team members to support personnel and project performance.		☐
1.2C. Measure individuals' performance against agreed criteria and initiate actions to overcome shortfalls in performance.		☐
3 Lead project team		
1.3A. Implement processes and take action to improve individual performance and overall project effectiveness.		☐

Appendix 1 -
Resourced program
from Mackay Ring
Road project

Appendix 2 -
Personal
Development report
with S. Clarke

Appendix 3 - Managing performance issues with an employee	1.3B. Monitor and report, for remedial action, internal and external influences on individual and project team performance and morale.	☐
	1.3C. Implement procedures for interpersonal communication, counselling, and conflict resolution to maintain a positive work environment.	☐
	1.3D. Identify and manage inter-project and intra-project resource conflict to minimise impact on achievement of project objectives.	☐
4 Finalise human resource activities related to projects		
Appendix 4 - handover of project/scope	1.4A. Disband project team according to organisational policies and procedures.	☐
Appendix 5 - Requesting additional resources	1.4B. Identify and document human resource issues and recommended improvements.	☐
The participant's performance was: ☐ Satisfactory ☐ Not Satisfactory		

OBSERVER COMMENTS

1.1A – 1.1D

A detailed program with allocated resourcing per task has been developed & maintained by Paul on the Mackay Ring Road project. The allocation of personnel/crew numbers clearly defines the requirements for individual tasks and timelines through that scope of works.

1.2A – 1.2C

A performance development review of an employee which was co-chaired by Paul is evidence to show the on-going development of team members, establishment of role descriptions and the measure of a team member's (Sophie Clarke) performance. This document/process is an effective tool for the measurement of a team member's performance

1.3A – 1.3D

Paul participated in the performance management of an employee who was having issues with tasks at work. The employee in question was having difficulty with prioritisation of tasks. Appendix 3 contains a weekly planner which Paul has developed and maintained for the employee to help plan his week & aid the employee in prioritising tasks.

1.4A

Handover email written by Paul when moving to a different project. He outlines all of his responsibilities & requirements of his role which is a requirement when moving onto a new project.

1.4B

Additional resourcing requested by Paul after he identified a lack of resourcing within his team was affecting the performance of the project.

Appendix 1 - Resourced program from Mackay Ring Road project

Printed: 4:27 PM 8/09/2021

MRR1 PROJECT

P. Russo



Activity ID	Activity	C	Days	Resource	Start Date	Finish Date	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W
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Appendix 2 - Personal Development report with S. Clarke

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



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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.

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



91 Leopard Street, Woolloongabba, QLD 4102, Australia
T +0417 247 069 M 0417 247 069
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 lined so that the concrete dockets 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 dockets 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 he 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 some one 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 Junees 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 designs 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

T +0421 566 111 **M** 0421 566 111

E Rory.Church@cbgujv.com.au

Appendix 3 - Managing performance issues with an employee

P. Rykiert Weekly Planner

Time	Monday	Tuesday	Wednesday	Thursday	Friday
6:00am					
6:30am					
7:00am	Reinforcement & concrete register update from previous day	Reinforcement & concrete register update from previous day	Reinforcement & concrete register update from previous day	Reinforcement & concrete register update from previous day	Reinforcement & concrete register update from previous day
7:30am					
8:00am					
8:30am	Site walk around - suspended slabs	Site walk around - suspended slabs	Site walk around to review scaffold	Site walk around - suspended slabs	Updated Heinrich steel register & issue
9:00am	Steel reinforcement scheduling for next week				
9:30am			Update scaffold register		
10:00am					
10:30am					
11:00am					Updated Heinrich quantities on site for Adrian Abeya
11:30am					
12:00pm					
12:30pm	Site walk around - internal walls	Site walk around - internal walls	Site walk around - internal walls	Site walk around - internal walls	
1:00pm					
1:30pm					
2:00pm	Daily planner meeting	Daily planner meeting	Daily planner meeting	Daily planner meeting	Daily planner meeting
2:30pm	Confirm concrete orders for next day	Confirm concrete orders for next day	Confirm concrete orders for next day	Confirm concrete orders for next day	Confirm concrete orders for next day
3:00pm					
3:30pm					
4:00pm					
4:30pm					
5:00pm					

Infill Tasks
 Concrete Pours
 Safety Inspections
 Site quality inspections



Note: The times for above tasks are not set & are subject to change every week. They take precedence over the weekly tasks setout above.

Appendix 3 - Managing performance issues with an employee

Russo, Paul

From: Russo, Paul
Sent: Tuesday, 7 September 2021 12:03 PM
To: Watson, Nicole; Purcell, Joel
Subject: RE: Catchup

Sensitivity: Private

Hi Nicole,

Yes Wednesday should be fine, just need confirmation from Joel.

Regards

Paul Russo
Project Engineer



91 Leopard Street, Woolloongabba, QLD 4102, Australia
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E Paul.Russo@cbgujv.com.au

From: Watson, Nicole <Nicole.Watson@cbgujv.com.au>
Sent: Monday, 6 September 2021 3:58 PM
To: Purcell, Joel <Joel.Purcell@cbgujv.com.au>; Russo, Paul <Paul.Russo@cbgujv.com.au>
Subject: Catchup
Sensitivity: Private

Hi gents

It's been 4 weeks since our original catch up with Patrick. I think it's important to close this out with him as original planned.

My understanding is that he's been going well and if this is still the case we should give him this feedback so as to encourage him to continue this going forward.

I'll be heading over to the Gabba on Wednesday – would you both be around? If so I'll tee up the meeting. Nicole.

Regards

Nicole Watson
HR Advisor



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

Appendix 4 - handover of project/scope

Russo, Paul

From: Russo, Paul
Sent: Friday, 30 November 2018 2:43 PM
To: Stone, Luke
Cc: Mosavat, Nasim; Helly, Keith; Lambert, Jon; Rogers, David; Stewart, Shane; Towey, Leigh; Singh, Harpreet
Subject: P. Russo Structures Handover

Luke,

Items in bold require prompt attention.

Fauna Culverts: Package LEP-WKS-031

Contractor: MGT Constructions

Contact: Elliot Gardner, Project Engineer 0420 837 817

Current Status:

- C920 – All files saved under \\cpbqldlepfps\Group\CS Construction and Programme\CS03 Construction Planning\02 - Zone 2\10-Structures\C920 - 7x3600x2400
 - Pouring Slab 5 on Saturday 1/12 & 7 on Tuesday 4/12
 - Steel arriving for slabs 6 & 8 on Tuesday 4/12
 - In order to achieve target of landing all culverts by Xmas, we need to have the other side blinded on Wednesday 5/12. Dependent on civils progress. Make sure we talk to Cid (Golder, 0419 260 985) about getting the base inspected (this is normally completed through Dylan & Nasim but it's good to monitor
 - Culvert install scheduled to commence Tuesday 18/12
 - Lift study required. Examples of completed lift study are in the structures folder, under each culvert folder. Also will leave hard copies of the original lift studies on my desk
 - Refer to email sent on 30/11 regarding proposed crane movements. Actions required from this
 - I've updated RFI 393 to obtain design acceptance to sit the crane on the base slab
 - Wingwall/Headwall installation to commence after Xmas. Temporary works drawing saved in C920 folder under structures. Need to complete permit to load prior to pouring concrete
 - Lean mix to be placed between culverts once the sides are backfilled. End units either side to be backfilled with 400mm of fill to allow agi access.
- C16105 – All files saved **under** [\\cpbqldlepfps\Group\CS Construction and Programme\CS03 Construction Planning\02 - Zone 2\10-Structures\C16105 - 1x4200x2400](#)
 - **Stage 3B excavation to commence after barriers are moved towards the south, over C16150. This is planned to occur from Monday 3/12. Need to coordinate with Evan (split shift engineer) to ensure that the zone guard barrier are installed exactly as per the survey marks to ensure we can construct the soil nail wall in the correct location to allow the installation of box 16. This is so that we can fit all the boxes in stage 4. Andrew Clark (survey manager) is aware of the criticality of ensuring this zone guard is in the correct position. The surveyor on the night will mark the location of the culvert then verify the distance from that point to the zone guard. This should equate to 1.6m from back of barrier. Refer to email trail saved in the C16105 folder labelled 'FW C16105 Soil Nail Temporary Wall**
 - Once barrier is placed, need to mark out the extents of the excavation with Chappo & Eddy to saw cut the asphalt.
 - Excavation is to be completed in three lifts at 1.5m high, with RIX (soil nail contractor) to install nails & mesh & geofab on each lift. Need to ensure that the geofab & mesh is folded over at the top of the excavation and fastened with coggled bars. Refer to LEP-DR-2010-DG-010102.

- Need to keep RIX aware of the mob date for the first bench. They have been informed that the first bench should be available end of next week. Push back/bring forward as necessary. Primary contact for RIX is their engineer, Sean Farrell 0414 150 871
- Reo to be scheduled for this base slab length. Coordinate with Nasim to ensure delivery prior to Xmas
- When MGT install the culverts, they need to butt the culverts together as much as practically possible to ensure we have more room when we install stage 4 boxes. We can then increase the gap in that stage to bridge the gap. We cannot be in a situation where the boxes don't fit.
- Bulkhead to be built inside unit 16 prior to backfilling. MGT are aware of this. Will be constructed in-situ.
- Backfill by constructing an RE wall as per LEP-DR-2010-DG-010103. Structures team to order materials. We backfill up to the height of the culvert, by then which civils take over (i.e. civil code bears the cost from this point on).
- Stage 4 to commence in ~February

Soil Nails: Package LEP-WKS-028

Contactor: The RIX Group

Contact: Sean Farrell, Site Engineer 0414 150 871, Mick Warman, Supervisor 0434 104 104.

Current Status:

- RW29 – All files saved in \\cpbqldlepfps\Group\CS Construction and Programme\CS03 Construction Planning\02 - Zone 2\10-Structures\RW29
 - **Remaining top 200mm sloping section of shotcrete is to be sprayed between B06 (Gateway Northbound & Southbound). This can only be completed while the northbound bridge is closed (MCBO closure) & the southbound bridge fast lane (MCA0) is closed. We currently have these closures pencilled in the zone coordination register for next Saturday day shift (8/12). This is currently booked in with RIX to complete on this day. Please check in with them to ensure this is still the case. Need to monitor this in the situation where we TQ do not let us have these closures. This top section of shotcrete requires a specialist shotcrete from Sydney to come up to complete, so we can't lose this date. First 200mm of shotcrete is a structural layer, with the final layer a 'mock rock' finish whereby the retarder level in the mix is significantly increased (refer to RFI 1102 for this methodology approval). Nasim is to put this booking in asap for Saturday. Prior to the shotcrete occurring, we need to have a combo booked for Friday night shift to excavate the top of this section for the shotcrete to key in. Discuss this with Shane Refer to LEP-RW-2290-DG-290021 for sections.**
 - **AFTER MCBO MEETING, WE MAY NEED TO PUSH THIS BACK TO ALLOW ACCESS UNDER THE BRIDGE. NEED TO MONITOR THIS AND GIVE RIX AS MUCH NOTICE AS POSSIBLE IF IT GETS PUSHED BACK A WEEK**
 - This is then the conclusion of RIX's contract scope. There may be more requirements for soil nailing & dental shotcrete for exposed batters which may arise.
 - Separate to RIX and related to RW29
 - Crack injection currently underway to repair cracks throughout the wall. Refer to NCR 456. This is to be cost coded to 40430. Once completed need to advise Harps to allow painting.
 - V-drain behind wall is completed
 - Monowills link permanent handrail is to be installed above RW29. Livingstone currently out on site undertaking a site measure to commence fabrication. They will not be able to access the top section between B06. They can complete the section either side of the bridges on day shift. Need to organise when we install the section between the bridges, and if we can do this on day shift?
 - **Nasim, please chase up Fabs for the required material certs to release HPs asap**

Gantry Footings/Foundations: Package LEP-WKS-016-02 FRP Z2 VARIATION 006 – SILVERSTRAND

Contractor: Silverstrand

Contacts: Colm Corbett, Project Engineer, 0416 250 578

Current Status:

- Sign 286, 248 & 381
 - Pile caps & special performance barriers constructed. Awaiting gantry structure delivery (Brezac supplied, installation contractor TBC), will be February 19. I will be looking after Brezac in Zone 1 so just coordinate with me
- Sign 299
 - Piles & Pile caps to be constructed. Need to assess areas prior to piling works commencing. Northern side looks ok, work required by civils team on southern side.
 - Brisbane Power Poles are to complete the boring of piles (contact is Nino Bajkanovic 0402 389 493)
 - Silverstrand then drop the reo cages in & pour the piles. Reo is on site and up in Arshad laydown
 - SSD to construct pile caps
 - Speak to Keith regarding status of 299 gantry erection
- Sign VSC01
 - Access will be provided after B06 median switch. Speak to Jens to coordinate access.
 - BPP to bore piles, SSD to pour piles & pile cap. J1LED (VMS subcontractor are to install conduits in the pile cap. Need to coordinate with them)
- Sign VSC02 & 357
 - Access still to be determined, will most likely be on a shoulder closure or from access track from the back??
- Sign 792
 - To be constructed on night shift due to vicinity to MCQ1 guardrail. Currently no access/egress. Only access is through a gap in the zoneguard barrier before B20 on Logan WB. Suggest we commence these works when B20 girder erection starts?
- WTLO1 & WTLO2
 - These are only small piles & can be completed by BPP

Extruded Barrier: Package LEP-WKS-015-01 – Kerb & Co.

Contractor: Kerb & Co

Contacts:

Site Contact: Matt Ferris 0410 573 434

Director for all queries etc. Rocky 0433 079 043

Current Status:

- Barrier 2D-09
 - Need to complete the infill at the end of this run, in addition to the end treatment – refer to the end treatment section below
 - **Organise Brezac Constructions (Contact is Teagan, 3803 6188) to install the barrier cover plates. 4 x barrier cover plates are to be installed on this barrier run. 3 of them are open (for light poles), 1 is closed (for the underbore crossing). Refer to SD 1469. Furthermore, the light pole cover plate closest to B06 (light pole 2020) is an 1100mm void to allow conduits to transition into the barrier at this point. As such this is an 1100mm cover plate which has been organised with Brezac. Recommend that you follow up with Brezac prior to installation to ensure they have the correct quantity and sizing. They have turned up to site before without the correct plates.**
- Looking to extrude barrier 2D-07 Ch. 16550 – 16325 from next Tuesday night
 - As per meeting this morning, need to have Matt out in the median to inspect the ground conditions

- Review the proximity of the barrier in relation to the existing cut face. Will be minimal room to finish the barrier, shouldn't be an issue as the base of the barrier will be covered by pavement
- Review the concrete truck access with Jens. Do we remove PCBs every night to facilitate this?
- Need to review feasibility of two nights of production or whether we just keep them in Zone 1 until we extrude 5A-13
- Barrier 5A-13
 - This is a critical run to complete Friday night shift 7/12, ~125m. Need to commence from the high side then extrude down the ramp.
 - Need to discuss with Matt the importance of ensuring the slope is correct & within tolerance. He should be checking this with a digital level. Target slope is 79.2 degrees. Refer to standard drawing 1468
 - Need to look at VMP for truck access during the MCB0 closure.
 - This run must be completed and will go into the morning
 - No pavement dowels required to key in the barrier. The barrier is TL-3 compliant in a temporary state. The barrier will be keyed in once asphalt is laid against the barrier.
- After we complete MCB0 & the median run, there will be runs available along MCB0 under B06. Coordinate with the civils team to ensure these areas are ready.
- Review & print out the rates for Kerb & Co. to work out how much eas
- Matt (Supervisor) completes daily dockets which then get attached to the progress claim. Important to retrieve & review these dockets to dispute any charges which are over the top. Review & print out the rates from the Kerb & Co. contract to review against the daily dockets. Nasim then compiles a daily report to work out the cost. The most important thing to consider is that Kerb & Co. will charge a minimum crew hire rate if their lineal metres aren't achieved in a single shift (except when the machine breaks down).
- We share the Kerb & Co. extruding machine with Zone 1. Your primary contact there is David Schneider. Need to coordinate with him regularly to inform him when you require the machine etc. and when he can have it. Primary way of doing this is by issuing a lookahead weekly located at [\\cpbqldlepfs\Group\CT Contractors \(incl Suppliers\)\CT16 WC – Works Contracts\LEP-WKS-015 Permanent Slip Form Barrier - SEC\08 Programmes](#)
- Familiarise yourself with the responsibility matrix in the contract
 - CPB required to provide sand, cement, dowels, bitumen board, conduit, all lifting & clean up activities. Nasim is across the supply of all this. Need to monitor for when we run low
 - The coordination between the zones is critical especially when having the machine floated from Zone 1. It is Zone 2's responsibility to organise a franna when the machine is coming from Zone 1, vice versa. The same applies for TC.
- When planning for all extruded barrier runs, you need to consult the road lighting drawings to determine if the barrier contains conduits or not. The barrier is 280 wide at the top with conduits, and 200mm without conduits. This needs to be communicated to Kerb & Co. Also need to consider where conduits transition in and out of the barrier. FRP infills are required in these instances.

End Treatments & Barrier Infills: Package LEP-WKS-016-02 Variation

Contractor: Silverstrand

Contacts: Colm Corbett, Project Engineer, 0416 250 578

Current Status:

- Extruded Barrier 2D-09, east of B06 (all of these below works are required prior to the B06 switch, 14/12)
 - **End sloping end treatment is required to be constructed on the eastern end of B06 high performance barrier, once the conduits have been turned down and enter the pit. Refer to RFI 1444 for more details. I have am awaiting a reo schedule under LEP-REO-299. Once this comes through should be a quick delivery.**
 - **Need to construct a 6m infill at the end of the extruded barrier run 2D-09. This can only be completed after Trafflec turn the conduits up from the adjacent pit & connect into the eastern end of the extruded barrier. Discuss this with Mitch Stubbings. They are aware of this. There is wire strand near the barrier that needs to be used as reinforcement in this**

infill. Couplers are required to join the strand to the existing strand in the barrier. Nasim has ordered these.

- **Once this infill is constructed, need to construct the 3m end treatment CBT. Reo is required to be scheduled for this.**
- Extruded Barrier 5A-13
 - **Silverstrand need to construct the end treatment CB-WB, chainage 865. Must commence next Saturday 8/12 6am (extruded barrier constructed from this end the night before). Cage to be prefabricated, dropped into place and poured on Saturday. Silverstrand to strip on Sunday. Will raise Contract Direction to cover this. Check in with Nasim regarding reo delivery.**
- Need to look at procuring reo for end treatments/transitions at the end of 5A-13 (2CB-CB) and when we construct this
- **Need to look at procuring reo for 2CB-CB transition at the east of B06 performance barrier pier 1**
- Need to look at procuring reo for transition at the end of barrier runs 5A-09 & 2D-06 along MCB0
- Keep track of the end treatments through the dashboard. I have marked up the completed ones on the wall above my desk
- Barrier infills are required where we can't fit the extruded barrier machine or where the run is too short to warrant mobilising Kerb & Co. These are noted as 'FRP' barriers in the barrier schedule in the dashboard. SSD claim this as provisional quantity in their contract
 - Note the importance to use the wire strand couplers to connect the wire strand. I have NCR 458 open with some infills which may need to be replaced as a result of incorrect joining of the strand (we have completed this in numerous instances across the job).

B06 Performance Barrier (D. Rogers)

- Pier 1 complete with defects closed out
- Pier 2 E/B
 - **Only outstanding item is the extensive patch repair covered under NCR 582. Awaiting TQ comments. They will want to inspect once further breakout is completed and prior to the repair being poured. Luke can you please follow this up.**
- Pier 2 W/B
 - Access to be provided once MCB0 switch is completed. So access in the new year
- Pier 3
 - Access to be provided after B06 median switch in December. New gate & access track to be provided. Speak with Jens
 - Brisbane Power Poles to complete piling. Check of clearance height under B06 to be verified
 - RFI 944 removes the requirement for pile sleeves. Need to use void former at the top of the pile instead.
 - Need to have steel scheduled for Pier 3 to check against allowance in forecast. YOU may have to show a movement....
 - RFI 1222 allows the use of polystyrene as a void former in the base slab (only between the footings, cardboard is to be used above the footings). Cardboard void former to be used everywhere else. The issue has been due to the cardboard collapsing when exposed to water. Design have allowed us to use *Rmax Geofam Grade 1 (Isolite RGF-1)*. I've pitched it to SSD with no reply or interest.
 - Before you ask, we cannot delete any of the CJs nominated on the design.

Noise Walls: Package LEP-WKS-006

Contractor: FENCO

Contact: Leon Wregg, Construction Manager 0412 239 943

Current Status:

- Noise Wall NB-E

- Back side of this noise wall still to be painted. We will do this once the landscaping is complete on this batter as we attempted to do this before however it was just too slippery. Just need to organise Fenco to come out and complete this.

General Items:

- Dashboards saved here: \\cpbqldlepfps\Group\CS Construction and Programme\CS03 Construction Planning\02 - Zone 2\10-Structures\Dashboard
 - Nasim to update on Monday morning for you to review
- 4WLAH saved here: \\cpbqldlepfps\Group\CS Construction and Programme\CS03 Construction Planning\02 - Zone 2\10-Structures\Program
 - Update on Monday morning in conjunction with Nasim
- Concrete 4WLAH & Reo 4WLAH saved in respective supply contract folders under “post award correspondence” \\cpbqldlepfps\Group\CT Contractors (incl Suppliers)\CT15 SU – Supply Contracts
- FRP Registers saved here: \\cpbqldlepfps\Group\CS Construction and Programme\CS03 Construction Planning\02 - Zone 2\10-Structures\FRP Register
- Acu-rover saved here: \\cpbqldlepfps\Group\CS Construction and Programme\CS03 Construction Planning\00 - Daily Cost Tracking Sheets\Zone 2
- Talk to Nasim to help you setup a signature in Bluebeam for closing lots
- I'll keep actioning and responding all my remaining RFIs & NCRs
 - Need to monitor NCR 458 where we may have to replace some barrier infills

I'm sure I will have missed something so give me a call at any time mate, I'm only up the road.

Regards

Paul Russo

Project Engineer



19 Pagewood Street, Berrinba, QLD 4117,

T M 0417 247 069

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cpbcon.com.au



Appendix 5 - Requesting additional resources

Russo, Paul

From: Russo, Paul
Sent: Friday, 16 July 2021 3:13 PM
To: Purcell, Joel
Cc: Church, Rory
Subject: FW: Graduate Engineer - 3rd Rotation

Hi Joel,

We would be able to utilise Bhosten in our team if no one else in the team will take him.

Regards

Paul Russo
Project Engineer



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E Paul.Russo@cbgujv.com.au

From: Kissane, Annabelle <Annabelle.Kissane@cbgujv.com.au>
Sent: Friday, 16 July 2021 3:04 PM
To: Church, Rory <Rory.Church@cbgujv.com.au>; Russo, Paul <Paul.Russo@cbgujv.com.au>
Subject: Graduate Engineer - 3rd Rotation

Hey guys,

As discussed, please see below details of a graduate engineer looking to complete his third graduate rotation at Gabba stations. He will be finishing his second rotation with cross passages team in approx. 8 weeks.



Savage, Bhosten

Graduate Engineer
Cross River Rail Tunnel, Stations and Devel...



Contact >

 Away (1 hour)

 Bhosten.Savage@cbgujv.com.au

 0481 224 113

 Cross River Rail TSD - Woolloongabba Tunnels

Organization >

Reports to



Bista, Sharad

Tunnelling Project Manager TBM

Membership >

7 memberships

Regards

Annabelle Kissane

Site Engineer



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