

BSBPMG430 UNDERTAKE PROJECT WORK THEORY EXAM

Participant name	
------------------	--

FOR THE PARTICIPANT

Instructions

- You will complete written questions as outlined on the following pages. You must attempt all questions and provide enough detail in your responses to demonstrate you know.
- It is anticipated that you should complete this assessment within two (2) hours, but additional time may be allowed upon negotiation with the Assessor.
- You must complete all questions unsisted by the Assessor or other personnel but may refer to reference material as needed. All questions must be answered correctly for a 'Satisfactory' assessment outcome to be awarded.
- An oral examination may be allowed under certain circumstances, whereby your answers will be documented by another party.
- Any written questions that are incomplete, or not answered satisfactorily will need to be completed again after further training support.
- If you answer a question incorrectly but modify your response, put your initials next to the written change (or the Assessor must initial a verbal change).

Resources required

Pen

FOR THE ASSESSOR

Instructions

- Where oral examination has occurred, ensure that this is acknowledged in writing (e.g. FT001 and Assessor Comments)
- All questions must be satisfactorily demonstrated by the Participant for a Satisfactory determination (indicated by an Assessor tick to the right of the question).
- Assessors are to complete marking in pen of a different colour to the Participant.
- If the Participant verbally modifies their response, write in the modified response verbatim and put your initials next to the written change.

ASSESSOR COMMENTS

As necessary, outline:

- Details on reattempts, alternative arrangements or reasonable adjustments made.
- Where a Participant is deemed 'Not Satisfactory', provide recommendations for future training.

Q1. You have been allocated the role of project manager for a section of road belonging to a large roadwork project. Describe how you will determine your project scope.

Answer

Should reflect but is not limited to: Access project plans and business case for large project to determine actual project requirements such as location, time constraints, goals, objectives and outcomes sought. Access the project charter to confirm the authority to plan, execute, and manage the project. Consult management for clear parameters of the smaller project, document and seek confirmation. Confirm the proposed start and end dates, confirm the members of the project team, constraints related to cost, time and quality.



Q2. What is the purpose of undertaking a stakeholder analysis?

Answer

Should reflect but is not limited to: to determine each stakeholder's interest, influence and participation in the project. The stakeholder analysis helps to define both internal and external stakeholders and their motivations. This information helps project managers to decide how to involve each stakeholder in the project (e.g. help to determine which stakeholders to consult for advice and opinions to improve the project). The analysis will also provide the method of communication with different stakeholders (applying priorities relevant to levels of interest and input) for the purposes of managing the stakeholders and keeping them engaged.



Q3. Discuss (1) stakeholder you would consult if needing clarification regarding project parameters and access to resources due to conflict with another project section mentioned in Q1. and (2) method you would use to communicate your query.

Answer

1. Should reflect but is not limited to: Would discuss parameters with larger project manager or a member of the larger project management team, asking for access to strategic plans and relevant schedules. Possible consultation with TMR to confirm specifications and milestones.
2. Should reflect but is not limited to: Would send an email to project manager from larger project, requesting clarification or a requesting a meeting with a member of the team or TMR to gain clearer insight into the smaller project scope and expected schedules relevant to related projects.

☐

Q4. What issues related to your project and project parameters may need to be discussed or communicated to the delegating authority.

Answer

Should reflect but is not limited to three (3) of the following points: risks associated with project; procurement requirements associated with project; project finances or budget; legislative and quality standards; resource quality; reporting requirements including scheduled milestones, witness points and time lines to be inserted into project plan.

☐

Q5. Why is it important to understand the relationship of the project to other projects relevant to Q1. and to the objectives of the organisation?

Answer

Should reflect but is not limited to: Vital to determine stakeholders to access to determine access to resources and scheduling of tasks to ensure the greater scheduled timeline is met and appropriate resources, including human resources, are available as needed for each project. Important for costs and budgeting for resources, and allowance for time.

☐

Q6. Why would you undertake a work breakdown structure (WBS) during project planning?

Answer

Should reflect but is not limited to: This is a technique used to analyse the content of work and cost by breaking it down into its components. Tasks are broken down into activities which are further broken down in sub-activities and work packages. The WBS provides accurate estimating technique for a project by calculating how much time and effort is required to accomplish a work package, the task and activities, thereby allowing an accurate estimate to be made for the resource and cost required to complete the larger components in the project.



Q7. When working on the WBS, what should you do to confirm resources, required, their availability and your access to these?

Answer

Should reflect but is not limited to: documents such as specifications and drawings, historical documents specific to tasks (being repeated) and lessons learned can inform project management of resources required for tasks completion, HR records can be accessed to determine suitable human resources for the tasks and their availability. Physical resource availability can be determined by accessing the superior project documents including machinery logs and registers as well as schedules to determine resource locations and availability to be used during tasks in the project.



Q8. What is the purpose of accessing or creating a capability matrix?

Answer

Should reflect but is not limited to: This tool can quickly and clearly show project managers which workers have the required proficiency for the task and can inform of gaps in human resources needing to be filled. The matrix defines each workers capability and proficiency for designated activities.



Q9. Complete the table, describing the importance of complying with the following legislation.

Answer

Legislation	Regulator	Possible compliance requirements
WHS Act	WorkSafe Qld	Legal obligations relating to safety at the workplace
WHS Regulation	WorkSafe Qld	Legal obligations relating to safety at the workplace.
Environmental Protection Act	Environmental Protection Agency (EPA)	Licensing or permit requirements for environmentally relevant activities.
Fair Work Act	Fair work commission	Supporting worker rights
Planning Act	Department of State Development, Infrastructure and Planning	Regulation of clearing for urban areas



Q10. What processes must be in place to support worker safety and ensure compliance with the WHS Act? Discuss three (3).

Answer

1. Should reflect but is not limited to three (3) of: Daily pre-start meetings to discuss hazards and hazard mitigation and safe work; SWMS for high-risk work activities; JSA and JSEA at work areas; PPE requirements and signage; Barriers for exclusion zones; company induction, site induction;
2. sufficient training relating to safety and emergencies; Training relating to safe plant operations; training relating to manual handling; SDS for dangerous chemicals; Designated parking and storage facilities to keep plant, vehicles and chemicals separate from workers; worker facilities
3. such as toilets and lunch room;



Q11. What should be included in a risk register for the project?

Answer

Should reflect but is not limited to: Columns to define headings, the first column should be a number or reference uniquely identifying the risk. A column should be assigned to describing the risk including cause and effect. The date the risk was identified and the risk owner (responsible person) should be listed. A column should be assigned to the predicted impact the risk could have on the project if it is realised as well as a column for the risk status, whether the risk is open or closed. A column should define actions to be taken should the risk occur and also mitigation techniques to be applied.



Q12. How do you develop a project budget and timelines?

Answer

Should reflect but is not limited to: Use the work breakdown structure and critical path methods which break the project down into tasks and work packages and estimate both the cost and the time required for each work package being sure to identify all the resources and materials you'll need and include them into the cost estimate. Add all estimates together using a spreadsheet or other approved methods. Align the times to the work schedule (Gantt chart) Add 10% or the company approved amount to the total to allow for contingencies.



Q13. What do you do to gain approval for your project budget and the proposed timeframe?

Answer

Should reflect but is not limited to: Organise a meeting or send an email, depending on organisational requirements to present the budget and proposed schedule to the project sponsors/ organisational management. Anticipate questions and consider which details will need to be explained in more detail. Gather information in an easy to understand format and deliver the presentation for approval using workplace approved templates, formats and techniques.



Q14. Why is brainstorming a suitable tool to use when gathering ideas for planning and achieving deliverables?

Answer

Brainstorming is a team activity; it both engages and involves the project management team by encouraging lateral thinking and 'thinking-outside-the-box'. This process helps when highlighting potential problems and raising concerns that are not immediately obvious as various sets of eyes and considerations are put forward. It can also be used to produce ideas that can contribute to improved efficiency and cost reduction.



Q15. What is quality assurance?

Answer

Should reflect but is not limited to: Quality assurance is a process-based approach that places importance on planning and documentation needed to assure the quality. The primary objective of quality assurance is to prevent defects in deliverables at the planning stage to avoid rework and any increases in costs. Quality is about meeting client requirements and ensuring that the deliverables are fit for use. Quality assurance processes focus on the processes applied in the project to efficiently generate quality project deliverables. This typically includes following and meeting standards required.



Q16. What is the purpose of a human resources plan?

Answer

Should reflect but is not limited to: shows how the project will be staffed, defines who will be on the project team and how much of a time commitment each person is expected to make. When developing this plan, the project manager negotiates with team members and their supervisors on how much time each team member can devote to the project.



Q17. Describe the purpose for each of the following elements of the project plan.

Answer

Element	Purpose
Project goals	Explains the goals of the project – deliverable outcomes required.
Project scope	Clarifies what is to be accomplished to achieve the goal.
Milestones and Major deliverables	Key achievements and deliverables
Work breakdown structure	Technique used to analyse the content of work and cost by breaking it down into its component parts.
Budget	Shows how much money is allocated to the project and how this is dispersed appropriately.
Human resources plan	Shows who is responsible for work packages developed in the WBS
Risk management plan	Sets out project risks according to organisational risk management policy, provides responsibilities for managing risk, budgetary considerations and tools.
Communications plan	Outlines methods and priorities of communication to stakeholders.
Stakeholder management plan	Often combined with the communications plan to detail information relevant to stakeholders.
Change management plan	lays out a framework of protocols and processes for making changes to the project.



Q18. What methods can you apply when seeking approval to commence the project according to the documented plan?

Answer

Should reflect but is not limited to: Establish an agreed communication method with relevant supervisors and authorities. Development of a presentation to project sponsors/organisational management justifying the project plan, budget, communication plan etc. Consider questions that may be asked and appropriate responses, particularly if additional expenditure needs to be clarified and requested. Focus on deliverables and quality.

☐

Q19. What different responsibilities would you assign to members of your project team to enable implementation of the project?

Answer

Should reflect but is not limited to: contributing to overall project objectives and monitoring achievement or issues related to deliverables and milestones. completing individual deliverables set, providing expertise, working with others to establish and meet project needs, documenting the process.

☐

Q20. Considering your current workplace, what are the preferred methods used to communicate to project team members their responsibilities and project requirements?

Answer

Should reflect but is not limited to one (1): face to face during meetings such as pre-start or toolbox meetings; providing team members with clear position descriptions.

☐

Q21. Clarify document management and records management used as part of recordkeeping in project management.

Answer

Type of record keeping	What this means
Document management	The processes of creating, sharing, organising, storing and retrieving documents including naming conventions, version controls and storage location registers.
Records management	The practice of maintaining records including classifying, storing, securing and destruction or archival preservation, which protects historical archives and assures permanent records are accessible and readable for years into the future.



Q22. Describe how you would instruct team members to store all related project documents and records using workplace digital technologies.

Answer

Should reflect but is not limited to: I would create a folder in the appropriate workplace drive and name this folder according to workplace naming conventions. Within this main folder, I would create further folders, or have team members create folders for the storing of files and documents created and used during the planning, implementation and finalisation of the project. I would then instruct team members of the approved version control techniques to be applied and naming and storage requirements for files and updates to files.



Q23. Provide points you would include in a simple checklist that can be used for monitoring and reporting WHS risk management strategies.

Answer

Monitoring and Reporting Checklist for WHS risk management
e.g. Check that:
Site location and layout plan highlighting the safety considerations, risks at or in the vicinity, signage and other features available for all to access
Key hazards and controls are documented and easily accessed.
Key personnel and contact details, including any communications protocol are documented and available for ease of access.
Project signage includes details such as Principal Contractor name and contact numbers (including after-hours telephone number).
Work health and safety risk management steps:
identify hazards and hazardous tasks
review incident reports and records
observe work activities
ask workers and others to raise work health and safety matters during regular discussions e.g. during work group meetings
include discussion of recent incidents, new or changed processes, maintenance issues or suggested improvements
review standard operating procedures
review instructions and literature relating to a particular workplace, activity, equipment or materials
review operator manuals, safety data sheets, industry bulletins, or journals.



Q24. Why are weekly status reports compiled and shared?

Answer

Should reflect but is not limited to: A weekly status report provides stakeholders with information about what has been achieved, milestones met, budgetary achievements or needs and what's coming next. These reports include indication of upcoming milestones, any requests or advice required as well as questions to stakeholders regarding any foreseeable issues with their deadlines.

☐

Q25. What steps are taken when completing financial records as part of closing off the project?

Answer

Should reflect but is not limited to: review documents to check for any outstanding invoices or expenses. Complete and finalise contracts including notifying human resources of end of project, confirming any final payments or obligations. Finalize all costs related to the plan, schedule, etc.) After ensuring that all project expenses have been paid for and no other tasks/expenditures remain outstanding, the project manager should issue a final Financial Expense Form to the project sponsor for approval of budget achievement. Once approved, this information should be included in the Project Closure Report for historical purposes.

☐

Q26. Why should the financial records associated with the project meet agreed budget or agreed budget variances/allowances?

Answer

Should reflect but is not limited to: Because this the total amount of money allocated to the project by the sponsors.

☐

Q27. What is involved in securing the 'sign-off' as part of the closing phase of the project?

Answer

Should reflect but is not limited to: Documenting all activities of the project and obtain sign-off of deliverables (i.e., all stakeholders must agree that you delivered on all parts of the project plan) with official sign-offs from the project stakeholders and sponsors.



Q28. Describe two (2) methods you can use to review the project and associated plans before archiving project documentation.

Answer

1. Should reflect but is not limited to two (2) of: Hold meeting with project management team to review the successes, failures, and challenges of the project and identify opportunities for improvement going forward.



Review project plans and processes to assess if there are improvements

2. that can be made for future projects.

Request review of project planning documents from key stakeholders and request recommendations for improvements.

Review stakeholder input during planning and implementation and document as lessons learned for future projects.

Q29. How do you ensure that feedback and recommendations are documented for use in future projects?

Answer

Should reflect but is not limited to: keep clear notes on the project's performance and improvement opportunities collected during all stages in lessons learned files, for easy reference and implementation during similar projects in the future



BSBPMG430 UNDERTAKE PROJECT WORK PRACTICAL ASSESSMENT

Participant name	
------------------	--

FOR THE PARTICIPANT

Instructions

- The tasks outlined on the following pages will require performance of normal workplace activities, as a result of a structured activity set by an Observer in the workplace or a simulated activity set by your Assessor/Observer.
- The timeframe for these tasks will be established by your Assessor/Observer in consideration of location conditions and industry requirements.
- You must complete all tasks as instructed by the Assessor or other personnel unless the steps note his assistance.
- You must attempt all tasks (and itemised steps) for a 'Satisfactory' assessment outcome to be achieved.
 - For an observation conducted that is incomplete, or without satisfactory performance, the observation will need to be completed again after further training support.

FOR THE ASSESSOR/OBSERVER

Instructions

- The following observation record should be used to judge and record your observations of the Participant as they complete the task(s) set. You must record your observations of the Participant's performance.
 - For each occasion, indicate the task performed and whether it was a simulation or workplace-based task.
 - Any simulated assessment must ensure the Participant still performs under workplace conditions which reflect industry standards.
 - In the comments, provide clear detail regarding the task that the Participant was required to do (e.g. PPE used, materials handled, attachments connected, plant types).
- All steps must be satisfactorily demonstrated by the Participant for a 'Satisfactory' determination (indicated by an Assessor tick to the right of each itemised step, or an Observer tick to the right of each itemised step, and confirmation by an Assessor in the Assessor Comments).
 - Where you have determined that one or more task steps have not been satisfactorily demonstrated, provide the Participant with additional support and outline details of such assistance in the Assessor/Observer Comments. Allow the Participant two (2) further opportunities to demonstrate the task again to allow an opportunity for a 'Satisfactory' assessment outcome to be achieved.
 - If after three (3) attempts the Assessor determines that the Participant cannot demonstrate the required steps, a 'Not Satisfactory' outcome is to be determined.

TASK OUTCOME					
Task	Date	Task Type (Tick)	Location	Task outcome (Tick)	
				Satisfactory	Not Satisfactory
Task 1 (Occasion 1)		☐ Workplace ☐ Simulation		☐	☐

ASSESSOR COMMENTS: GENERAL

As necessary, outline:

- Details on reattempts, alternative arrangements or reasonable adjustments made.
- Where a Participant is deemed 'Not Satisfactory', provide recommendations for future training.

ASSESSOR COMMENTS: PRACTICAL TASK 1: OCCASION 1

- ☐ Individual student (as named on cover page)
- ☐ Multiple students [☐ All from Attendance Report, ☐ Specific students involved – identify students]

Task	Provide detail
1.1A.	Specify method used to confirm project objectives, scope and parameters: e.g. formal meeting documented; email communication, relationship to other projects and access to resources
1.1B.	Specify clarification sought from delegating authority: e.g. confirmed approved provider/supplier list from TMR; relationship of project to other projects
1.1C.	How were stakeholders defined: e.g. Stakeholder analysis/communications plan (assessor attach copy of documents if permitted)
1.1D.	Specify how availability and access of resources was determined. e.g. see 1.1A. regarding communication with project sponsor/owner; access resource log/register and HR files.
1.2A.	Specify risk management plan location e.g. file accessed digitally for assessor to view, evidence of participant involvement shown in responsibilities section.
1.2D.	Specify stakeholders involved in approval of the budget and timeframe. e.g. project owner/sponsor
1.2H.	Specify how approval was gained for commencement of the project. e.g. project sponsor and accounting dept signed approval for commencement of finalised project plan.
1.3B.	Specify recordkeeping systems applied throughout the project. e.g. workplace recordkeeping adhered to, including versioning and file naming conventions
1.4F.	Specify how the review was stored for future use? e.g. archived as lessons learned.