

BSBPMG515 – Practical Tasks

1.1A

While working out resources for the bathroom renovation, some of the requirements were:

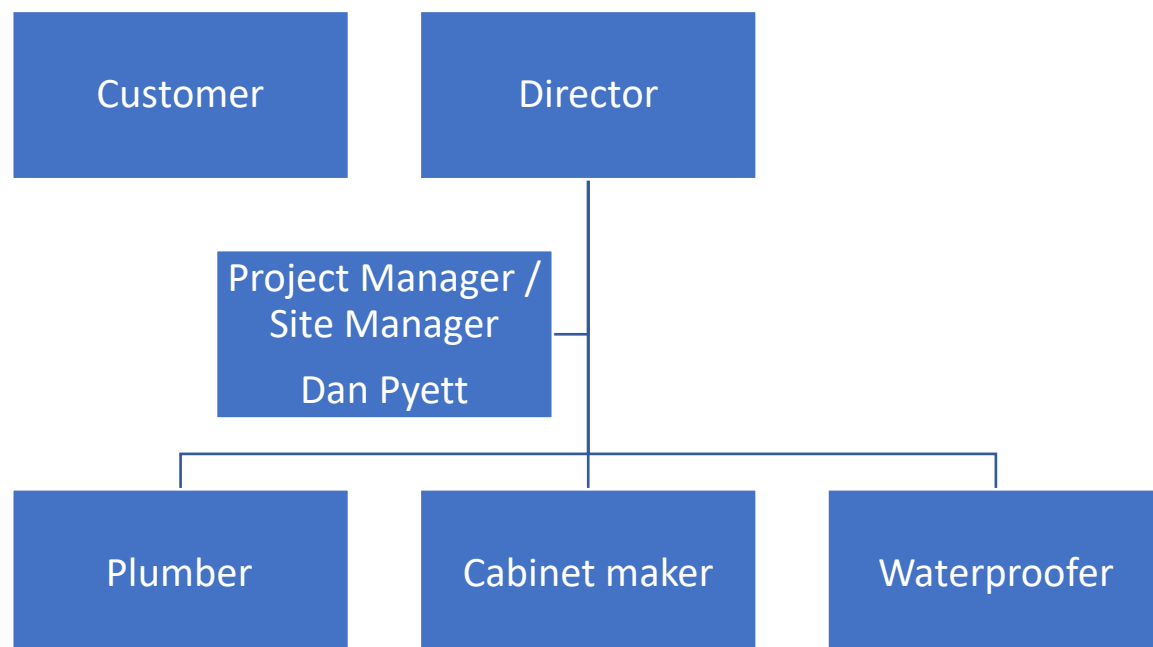
Plumber – Licenced, insured, experienced

Cabinet maker – Licenced, insured, experienced and sample of their product

Waterproofer – Licenced, insured, experienced, certified by manufacturer, 10 year warranty

Etc.

1.1B



1.1C

After 2 weeks the customer wants to do the second bathroom renovation, the cabinet maker is a single operator and cant take on the extra work so we had to engage a second cabinet maker.

1.1D

Performance monitoring – monitoring performance to project goals and sharing feedback with the individual.

1.2A

We recently engaged an administration employee, At the interview we found out they can do web design, so we negotiated that part of their job role is to keep our website updated.

1.2B

Every time our project is up to a new stage for example installing stairs, we train one of the apprentices on how it is done. We also encourage staff to do safety courses and personal development courses.

1.2C

The company has bench marks based on previous jobs, on how long tasks should take. It also reflects on the progress claims vs dollars spent on wages.

Other bench marks considered are customer satisfaction, safety, quality, moral of workers.

Shortfalls are addressed by having a 1 on 1 meeting.

1.3A

Yes 3 monthly performance reviews are carried out to assess performance and set goals for the next review.

1.3B

Yes we set team goals and when we reach them we have a celebration BBQ lunch onsite with the team.

1.3C

Any issues between staff are communicated to the general manager and resolved in a meeting ASAP as the longer the issue drags out, it is no good for anyone.

1.3D

One example on inter group resource conflict was the steelies kicking the formworker's rebates and the formworker wanted to fight him, the conflict had to be resolved immediately by separating the two and telling the steelie to fix what he had broken or pay the formworker to fix it.

An example of intra group conflict was when we had two site foreman's on the one job, they both thought their way was better and would over ride the others decision.

The solution is to communicate better between the team to make sure the correct decisions are being made for the project instead of someone just trying to be number one.

1.4A

Yes, our policy is to discuss with the director before disbanding project team as there may be other projects starting.

If the staff member is to finish up, generally it will be immediately with a termination letter.

1.4B

A human resource issue our company is facing at the moment is the training of our younger generation, to fix this we have discussed it with management and implemented a formal training plan.

BSBPMG518– Practical Tasks

1.1A

Yes, discussed with stake holders to identify the procurement requirements e.g. Plumber and the plumber must be licenced, insured, proven experience, referees, collective agreement in place, no labour hire to be used.

1.1B

Yes, our policy is for the project manager to discuss with director the need for procurement and permission to hire.

Then the project manager sets out the criteria, advertises, interviews, engages and closes off the contract.

1.2 A

Yes, we have obtained information from suppliers capable of fulfilling procurement e.g. We call referees and look at previous projects.

1.2B

Yes, we have a set criteria so that all applicants are assessed for the same criteria otherwise it becomes hard to differentiate between the different applicants.

1.2C

Yes, the procedure is to get permission from the director before procurement.

1.3A

Yes, the customer wanted some extra work done, instead of putting in a variation I checked with the director if we can absorb this cost to impress the customer. I was given permission to absorb the cost so we told the customer we would absorb the cost and the customer was impressed and gave us the contract for another project.

1.3B

Yes prior to engaging in the contract there is a formal meeting outlining particular topics e.g., building a new school block, all concrete pours to be done at night. This was discussed in a meeting and signed off by each attendee. This is also in the contract which gets signed off by each contractor. If this was not done, the contractors would be asking for variation costs to cover the overtime incurred.

1.3C

Yes, one company was not interested in doing night works. He was a single operator business and did not want to do any night shifts, so he politely declined moving forward in the tender process.

1.3D

Yes, we compared all vendors and the successful applicant was a company we have worked with in the past. Their price was fair and our previous experience with the company was positive. One company was cheaper but did not have any recent referees and was not registered with the local building authority.

1.3E

We negotiated the supplier for free deliveries of their goods. They used to charge \$100 for each delivery and through out the course of the job this ends up being thousands.

1.4A

Yes, the procurement management plan is to get 5 quotes prior to engaging a contractor, the criteria is based on the ability to complete the scope, ability to complete on time and to the desired quality. Last of the criteria is the cost.

For example, there is no point in hiring someone who is thousands of dollars cheaper if they can not complete to the desired quality as it will cost more in rectification in the long run.

Only the director and project manager have the authority to engage contractors.

1.4B, 1.4C

Progress is reviewed daily to the project schedule. When the schedule is not being met this is a breach of the contract agreement which was made at the start of the project. A formal letter may need to be sent out to the contractor to fix this issue otherwise we may need to fix it at a cost to the contractor.

Any variations are to be accepted by the project manager prior to starting works and the hours are to be logged and signed off by the site supervisor daily.

1.5A

Any progress payments or final payments are to be authorised by the project manager prior to payment. The project manager will ensure works are completed to the correct standard.

1.5B, 1.5C

We review our work and make notes for future projects.

There is a particular contractor we would not use again, they tried to get variations for everything and did not carry their business out professionally.

We also need to discuss our safety requirements at the pretender meeting in future as some companies were not up to scratch with their documentation.

BSBPMG519– Practical Tasks

1.1A

Yes, different stakeholders are kept up to date with information relevant to them. For example, one of the stakeholders might be the person funding the project, they do not need to know that the excavator broke down today. If the excavator breaking down is going to affect the final handover date, then yes, they will need to be informed.

1.1B, 1.3A

Communications Template			
Key Stakeholder	Stakeholder issues	Key messages to communicate	Communication method to be used
Director	Delivery of project within budget	Progress of project, any issues likely to affect time or cost.	Email, meetings, or phone calls for urgent issues.
Customer	Concerned about it being finished on time, to scope, cost, and quality standards.	Progress reports and anything likely to effect time, scope, cost, or quality.	Email, meetings, or phone calls for urgent issues.
Project manager	Needs to know all key information relating to the project.	Progress and any issues to time, cost, scope, quality.	Email, meetings, or phone calls for urgent issues.
Contractors	Changes to scheduling or scope.	Schedule dates or documentation for changes to scope	Email, meetings, or phone calls for urgent issues.

1.1C

Yes, the electrician offered the project manager to upgrade to 3 phase power for an extra cost.

The customer does not actually need 3 phase power so they would not want to pay the extra cost.

1.1D

The customer wants to change the cooktop to another type which draws more power.

The new one requires a bigger cable to be installed, therefore a higher cost to cover materials and labour.

The customer does not understand the difference.

So, the project manager sets up a meeting with the electrician, customer and themselves to discuss why there will be an extra charge associated if they choose to go with the other cooktop.

1.2A

Yes, we support team members engagement by holding a BBQ every time we reach a goal, and these goals are small goals which are usually achieved every fortnight.

1.2B

Yes, for example the electrical work is given to the electrician. We would not get the plumber to have a go at the electrical work.

1.2C

Yes, one member of the project team processes everything so even if they do not comment on a topic straight away does not mean that they do not understand. It means they are thinking it through.

Another member is assertive, they will always have a response and they usually think about it later and possibly backflip on their opinion they made earlier.

1.2D, 1.2E

Yes, we had a performance review and had to let the team member know that the way they answer the phone was not professional. We wrote a procedure and provided training.

1.3B

Yes, this gets signed off in the project plan.

1.3C

Yes, we had an email bringing to our attention that when we send out the engineer certificates, the site manager was not included so the communications template was updated for future.

BSBWOR501– Practical Tasks

1.1A

Yes, always have everything planned out so everyone knows where we are heading e.g., Gantt chart.

1.1B

Yes, we work closely with the directors to ensure we are achieving goals in line with the company's values.

1.1C

Yes, always measuring personal performance, sometimes when contingencies occur the best thing to do is to take a 5-minute break, take some deep breaths, have a water and come back to it with a clear head.

1.2A

Yes, for example the council is chasing a fire safety certificate which is not due until next year, we also have 2 staff away leading into Christmas, so by prioritising tasks, the fire safety certificate can wait till next year when we have more staff available.

1.2B

Yes, some forms of technology help for example Gantt charts, as we can easily change them and distribute straight away.

Some of the other software can become a hinderance so you must be mindful when choosing different software packages.

1.2C

Yes, I make sure each day I set time aside for a work life balance. I usually go for a walk to the beach. I also try not to work Saturdays.

1.3A

Yes, by doing this course is an example of achieving this.

1.3B

Yes, when ever I get a chance I ask for feedback. For example, when someone says a comment, I will quiz them further to find out the reason behind the comment. I will then decide for myself if their opinion is valid and I may choose to fix the issue.

1.3C

Yes, for example one of our workers it terrible with book work, he is a hands-on person, I show him how to do the task and then let him continue doing the task and I observe until he is competent.

1.3D

Yes, we go to workshops with master builders and have regular meetings with suppliers to keep our 'finger on the pulse' in the industry.

1.3E

Yes, this course is an example of that.

BSBWOR502– Practical Tasks

1.1A

Yes, this is best done in a face-to-face meeting. Either one on one or in a group. I find one on one more effective as they are more likely to open up with any questions.

1.1B

Yes, we set targets for example the estimator has to try to secure a project for each foreman for the next year. The project manager must try to get as many decks poured before Christmas so when we return from the Christmas break, they are right to be stripped out. The truck driver must try to return all hire gear before Christmas, so we are not paying for hire over the break.

1.1C

Yes, when members of the project team come to me with an issue, I do my best to give them guidance in a timely manner. I also follow up on progress to find any issues we may be able to solve as a team or to prevent in the future.

1.2A

Yes, this is done through 1 on 1 meetings and team meetings.

1.2B

Yes, for example when the payroll department processed the pay run, they kept making mistakes, so I worked with them to implement a procedure. This procedure is to be ticked off each time the pay run is processed.

1.2C

Yes, I do this verbally and every now and then we put on a BBQ and provide drinks.

1.2D

Yes, this is done through an issues register. The issue is discussed with the team and a plan put in place.

1.3A

Yes, I have an apprentice working in my team. No other teams want work with this apprentice. I spoke to him and told him I am going to treat him like a trades person and I expect him to act like a trades person. I have given him responsibility and he is performing well.

1.3B

Yes, I listen to the different sources of information to develop my own opinion which I will then act on.

1.3C

Yes, I do this by a hands-on approach. I am happy to pick up a broom and give the place a sweep. I feel others see this and it breaks the barrier between 'us' and 'them'. Also doing a dirty job for example I picked up a quick cut saw the other day and got my hands dirty.

1.4A

Yes, this is done through regular meetings.

1.4B

Yes, this is done through documented 'toolbox meetings'

1.4C

Yes, everything gets written down and followed up and resolved.

1.4D

Yes, when an issue keeps getting 'swept under the rug' or put off, someone must be responsible for fixing the issue and a time frame put on it.