

BSBPMG512 MANAGE PROJECT SCOPE

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.
 - Your signature acknowledges that the assessor provided clear instructions and the participant understood what was required to complete this assessment.
- The assessor may substitute a Practical Task with another task of equal value.
 - Alternate tasks must be fully documented by the assessor.

Participant name Christine Marcek

Participant signature 

Assessor name _____

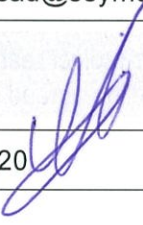
Assessor signature 

Date 10/08/2020

Number of tasks	Number of tasks completed	Satisfactory?	
		Yes	No
1		☐	☐

ASSESSOR COMMENTS

BSBPMG512 MANAGE PROJECT SCOPE

Practical Task 1	
Description of task: A suitable observer is to verify the participant's ability to determine and implement a project schedule, and assess time management outcomes. 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, Computer, Project Management software.	
Assessment of task	
Name of participant:	Christine Marcek
Name of observer:	Ravi Prasad
Role of observer (Confirm suitability to sign)	National Environmental and Sustainability Manager, SWC
Email address of observer	Ravi.Prasad@seymourwhyte.com.au
Signature of observer:	
Date:	10/08/2020
When completing the task, did the participant:	Tick if satisfactorily completed. Provide comments if left unticked.
1 Determine project schedule	
1.1A. Develop work breakdown structure with sufficient detail to enable effective planning and control.	☒
1.1B. Estimate duration and effort, sequence and dependencies of tasks, to achieve project deliverables.	☒
1.1C. Use project scheduling tools and techniques to identify schedule impact on project time management, resource requirements, costs and risks.	☒
1.1D. Contribute to achieving an agreed schedule baseline and communication of the schedule to stakeholders.	☒
2 Implement project schedule	
1.2A. Implement mechanisms to measure, record and report progress of activities according to agreed schedule.	☒
1.2B. Conduct ongoing analysis to identify baseline variance.	☒
1.2C. Analyse and forecast impact of changes to the schedule.	☒
1.2D. Review progress throughout project life cycle and implement agreed schedule changes.	☒

1.2E. Develop responses to potential or actual schedule changes and implement them to maintain project objectives.	☒
3 Assess time management outcomes	
1.3A. Review schedule performance records to determine effectiveness of time management activities.	☒
1.3B. Identify and document time management issues and recommend improvements.	☒
The participant's performance was: ☒ Satisfactory ☐ Not Satisfactory	

OBSERVER COMMENTS

Section 1:

Christine provided an example of a work breakdown structure (see Attachment 1), tables outlining effort, duration and dependencies and an example Gantt Chart created within Microsoft Project (see Attachment 2) that demonstrated understanding of project schedule concepts. We discussed scheduling tools generally used on a civil construction project (Gantt Charts, Project Expert, Critical Path and Milestone dates) and the types of meetings held on a project that assist in reviewing the project schedule and any impacts regarding time such as Weekly Construction Meetings, 4WLA (four week look ahead) Meetings and Detailed Project Reviews (held quarterly by senior operations managers). Christine noted that a civil project schedule is impacted in a large number of ways such as from delays from inclement weather, unexpected conditions e.g. unknown asbestos finds as well as variations to scope such as through design conflicts or additional scope changes as requested by the Client (see Attachment 3). Christine was able to articulate processes involved in communicating with stakeholders and demonstrated understanding of how effective communication can aid in building relationships and thus reducing conflict between project team/manager and Clients where there are issues with / changes required to the original timeline agreed at project commencement.

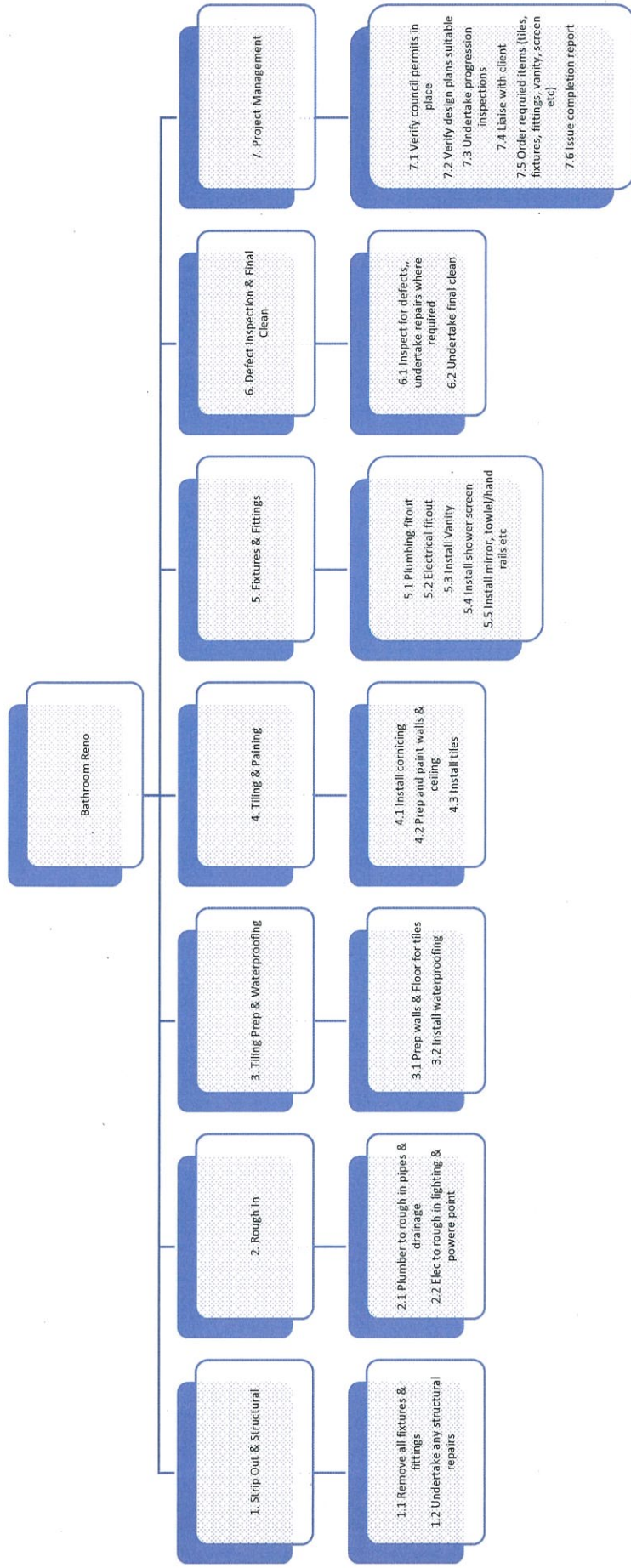
Section 2:

Christine discussed how the project schedule is continually reviewed and progress is reported in line with business procedure SWC-IC-080 Communication, and also referenced the Project Management Plan specifically within section 3.9 Internal Communication (see Attachment 4) i.e. via weekly meeting where progress of works is reviewed. We discussed the relationship between different works and how some are more time sensitive than others (i.e. critical works) whereas other tasks can be delayed without impact to program. 4WLH / forecast meeting were noted as important activities to continually review the program of works and identify anything on the horizon that may cause changes to the schedule in the future, such as delays in delivery of materials or a health pandemic that might impact the ability of specialist contractors from another state to undertake required works on the project should state borders close. Christine note the importance of keeping project documentation / records up to date to ensure that progress impacts can be readily assessed, and schedule changes implemented such sourcing alternate specialist contractors or applying for time extensions per Attachment 3.

Section 3:

Christine discussed how reviewing performance records such as Gannt chart actual versus baseline and weekly construction meeting minutes can aid in understanding which tasks took longer to complete than expected and why. Understanding the "why" was noted as important to be able to accurately document this information within appropriate business systems such as the Lessons Learnt database and Project Completion Report. Christine noted that information recorded, especially in the Lessons Learnt database, is critical for shared understanding within the business especially when estimation tools for determining duration on future projects like analogous or expert judgement estimating is used. Christine provided examples such as if new safety legislation introduced required additional controls that added an additional 10% of time to a task this would need to be taken into account with this task every time with every future project. Alternatively, if a task delay was due to a concrete supply mis-order due to lack of established consistent procedure, then implementing an appropriate corrective action to prevent reoccurrence would eliminate this delay e.g. development of a concrete ordering checklist – assuming this checklist is embedded within the business system and used consistently, the original task delay would not be a required learning for future projects to take into account.

Attachment 1: 1.1A. Develop work breakdown structure with sufficient detail to enable effective planning and control.



Attachment 2: 1.1B. Estimate duration and effort, sequence and dependencies of tasks, to achieve project deliverables.

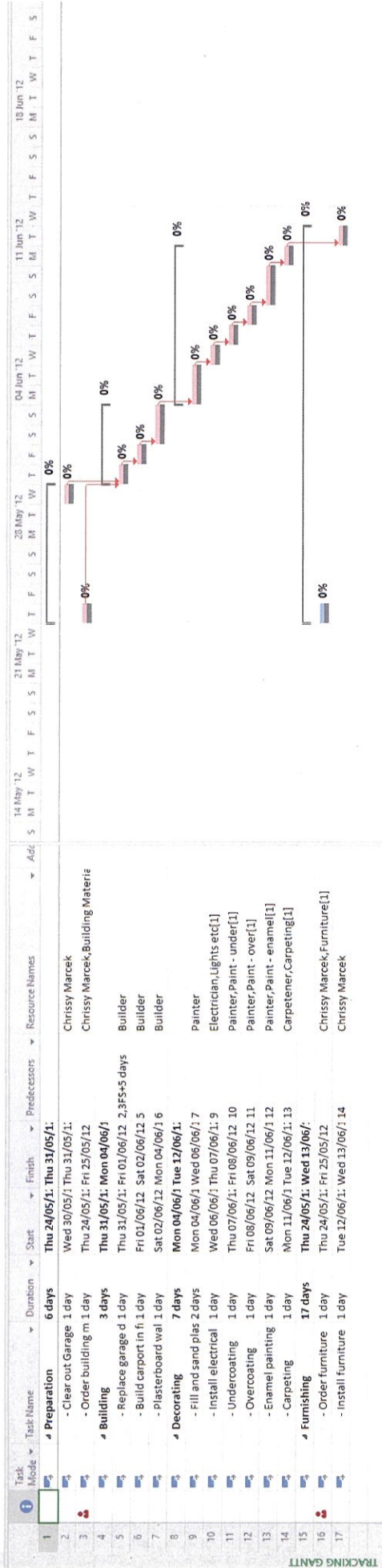
EFFORT (HOURS)					DURATION (DAYS)					
Task	Time Optimistic	Time Most Likely	Time Pessemistic	Te	Task	Time Optimistic	Time Most Likely	Time Pessemistic	Te	
Remove all fixtures & fittings	1.1	8	12	16	12.0	1.1	1	1.5	2	1.5
Undertake any structural repairs	1.2	8	12	16	12.0	1.2	1	1.5	2	1.5
Plumber to roughin pipes & drainage	2.1	4	6	8	6.0	2.1	0.5	0.5	1	0.6
Elec to rough in lighting & powere point	2.2	4	6	8	6.0	2.2	0.5	0.5	1	0.6
Prep walls & Floor for tiles	3.1	8	12	16	12.0	3.1	0.5	0.5	1	0.6
Install waterproofing	3.2	8	8	12	8.7	3.2	6	6	7	6.2
Install cornicing	4.1	4	5	6	5.0	4.1	0.5	0.5	0.5	0.5
Prep and paint walls & ceiling	4.2	12	16	20	16.0	4.2	1	2	3	2.0
Install tiles	4.3	6	8	12	8.3	4.3	0.5	1	1.5	1.0
Plumbing fitout	5.1	2	3	4	3.0	5.1	0.5	1	1.5	1.0
Electrical fitout	5.2	2	3	4	3.0	5.2	0.5	1	1.5	1.0
Install Vanity	5.3	3	4	5	4.0	5.3	0.5	0.5	1	0.6
Install shower screen	5.4	2	3	4	3.0	5.4	0.5	0.5	1	0.6
Install mirror, towel/hand rails etc	5.5	4	5	6	5.0	5.5	0.5	1	1.5	1.0
Inspect for defects,, undertake repairs where required	6.1	1	2	9	3.0	6.1	0.5	1	1.5	1.0
Undertake final clean	6.2	1	2	3	2.0	6.2	0.5	0.5	1	0.6
Verify council permits in place	7.1	1	2	9	3.0	7.1	0.5	0.5	1	0.6
Verify design plans suitable	7.2	2	4	6	4.0	7.2	0.5	1	1.5	1.0
Undertake progression inspections	7.3	8	10	12	10.0	7.3	0.5	1	1.5	1.0
Liaise with client	7.4	8	10	12	10.0	7.4	0.5	1	1.5	1.0
Order required items (tiles, fixtures, fittings, vanity, scree	7.5	8	10	12	10.0	7.5	0.5	1	1.5	1.0
Issue completion report	7.6	1	2	3	2.0	7.6	0.5	0.5	1	0.6
	105	145	203	148		18	24.5	36		25.3

Task Number	Task Description	Duration	Predecessors			Constraints	
			FS	FF	SF	Type	Date
1.1	Remove all fixtures & fittings	1.5	7.1,7.3			Nil	12-Aug-20
1.2	Undertake any structural repairs	1.5	1.1				13-Aug-20
2.1	Plumber to rough in pipes & drainage	0.6	1.2				31-Aug-20
2.2	Elec to rough in lighting & powers point	0.6	1.2				31-Aug-20
3.1	Prep walls & Floor for tiles	0.6	2.2				01-Sep-20
3.2	Install waterproofing	6.2	3.1				01-Sep-20
4.1	Install corning	0.5	3.2			5d	07-Sep-20
4.2	Prep and paint walls & ceiling	2.0	4.1				07-Sep-20
4.3	Install tiles	1.0	4.2				09-Sep-20
5.1	Plumbing fitout	1.0	4.3				10-Sep-20
5.2	Electrical fitout	1.0	4.3				11-Sep-20
5.3	Install Vanity	0.6	5.2				14-Sep-20
5.4	Install shower screen	0.6	5.3				15-Sep-20
5.5	Install mirror, towel/hand rails etc	1.0	5.4				16-Sep-20
6.1	Inspect for defects,, undertake repairs where required	1.0	5.5			Must finish prior to 1.1	17-Sep-20
6.2	Undertake final clean	0.6	6.1			Must finish prior to 1.1	18-Sep-20
7.1	Verify council permits in place	0.6					10-Aug-20
7.2	Verify design plans suitable	1.0					11-Aug-20
7.3	Undertake progression inspections	1.0					
7.4	Liaise with client	1.0					
7.5	Order requiured items (tiles, fixtures, vanity, screen etc)	1.0					13-Aug-20
7.6	Issue completion report	0.6					23-Sep-20

Start Thu 24/05/12 28 May 12 04 Jun 12 11 Jun 12 Finish Wed 13/06/12

Add tasks with dates to the timeline

TRACKING GANTT



Attachment 3: 1.1.C. Use project scheduling tools and techniques to identify schedule impact on project time management, resource requirements, costs and risks.

Extensions of Time Register

EOT No.	Description	Claim (Days)	Claims (Adjusted)	Claim ext. concurrent	SWC Reference	Approved (Days)	Client Reference	Due Completion Date	Notes	Submit	Respond	Delay (days)
28	Subgrade Treatment - MC20 Ch 925 to 1100	3.0	3.0	3.0	SWC021601192 - Email Dated 25/5/16	3.0	Email Dated 16/6/16 - EOT 28 Letter	26/10/16	Delay Costs of 3 Days included in this EOT		16/06/16	3
29	Concrete Barrier - CB13.06 - Fording Change	3.0	3.0	3.0	SWC021601197 - Email Dated 30/5/16	3.0	Email Dated 16/6/16 - EOT 29 Letter	31/10/16	Delay Costs of 3 Days included in this EOT		16/06/16	3
30	Inclenent Weather and Effects 02 and 03/05/16	1.5	1.5	1.5	Email Dated 06/06/16	1.5	Email Dated 21/6/16 - EOT 30 Letter	1/11/16	Rain event at Midday on 02/05/16 and also on 03/06/16			

Variation Register

Variation Register															Date	
Proposed Variation No.	Client ref	Description	Rate	Claim / Submitted Amount	SWC reference	Client Notified	Direction Receiver	Notice Submitter	Price Submitter	Variation Number	Approved Amount \$	Anticipate Approved	Unapproved amount \$	Not assessed \$	Client Reference	
PV07	SI16	Schedule Amendments from Tender Close to IFC Set	Various	\$ 38,959.28	SWC021601/113 and 23	13/08/15	13/08/15	24/08/15	14/09/15	V07	\$ 38,959.28	-	\$ -	-	Email Dated 16/7/15	
PV08	SI17	Microwave Link Installation - Dayworks	\$ 169,462.10	\$ 169,462.10	SWC021601/111 and Email 21/9/15	12/08/15	13/08/15	24/08/15	21/09/15	V08	\$ 167,359.54	-	\$ -	2,102.56	Email Dated 16/9/15	
PV09	RFI 009 - SI 009	Energex Pole Location and conflict with earthworks	\$ 4,228.43	\$ 4,228.43	SWC021601/114 and 055	04/08/15	12/08/15	24/08/15	17/11/15	V09	\$ 3,163.00	-	\$ -	1,065.43	Email Dated 24/11/15	

1.2A. Implement mechanisms to measure, record and report progress of activities according to agreed schedule.

The construction teams may also be required to attend particular stakeholder meetings to directly disseminate information for further discussion/action.

The construction team shall review the effectiveness of all construction procedures and outcomes during weekly meetings. The purpose of the meeting shall be to continually improve the construction processes with the key focus on the Project Objectives and to;

- Review internal & external safety, environmental and quality performance,
- Review impact on travelling public (assessment of travel time surveys),
- Review progress of works,
- Review budget,
- Review status of lot conformances,
- Review the effectiveness of work procedures,
- Review effectiveness of relevant Construction Sub-Plans during management reviews,
- Review performance of risk management,
- Review audit and inspection findings,
- Review changes to legal, statutory and industry codes of practice,
- Review training needs of field supervision and construction management staff, and
- Impact on stakeholders.

The Project Manager, or delegate, shall chair the meeting.

Where required, all construction plans and documents must be revised or amended to reflect the current methodologies, controls and administration regimes.

A raft of communication forums is used within SWC. These are detailed in the reference procedure and a project specific Communications Management Plan.

3.9.1 Correspondence Management

Project control of the important communication mediums of incoming and outgoing correspondence and Requests for Information (RFIs) is vital.

To assist in the management of correspondence and RFIs the Correspondence Manager database will be utilised to generate and register project correspondence and RFIs. The database generates unique Document Reference Numbers to ensure individual records are identifiable.

The Correspondence Manager main menu is shown in the screen shot below.

