



**SUCCESSION
TRAINING**

BSB51415 Diploma of Project Management



Human Resource Management

Version 1.01 Produced 18 October 2018

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Version control & document history

Date	Summary of modifications made	Version
5 May 2016	Version 1.0 produced following Training Package update	1.0
18 October 2018	Version 1.01 Change to Practical Assessment	1.01

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ASSESSMENT WORKBOOK COVERSHEET

WORKBOOK:	Workbook 3
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Please read the Candidate Declaration below and if you agree to the terms of the declaration sign and date in the space provided.

By submitting this work, I declare that:

- I have been advised of the assessment requirements, have been made aware of my rights and responsibilities as an assessment candidate, and choose to be assessed at this time.
- I am aware that there is a limit to the number of submissions that I can make for each assessment and I am submitting all documents required to complete this Assessment Workbook.
- I have organised and named the files I am submitting according to the instructions provided and I am aware that my assessor will not assess work that cannot be clearly identified and may request the work be resubmitted according to the correct process.
- This work is my own and contains no material written by another person except where due reference is made. I am aware that a false declaration may lead to the withdrawal of a qualification or statement of attainment.
- I am aware that there is a policy of checking the validity of qualifications that I submit as evidence as well as the qualifications/evidence of parties who verify my performance or observable skills. I give my consent to contact these parties for verification purposes.

Name : Ivan Sladojevic

Signature: *sladojevic* **Date:** 28.06.2020

WRITTEN QUESTIONS

Part 1 – Manage Project Human Resources

1. Consider the following methods or processes involved in Human Resource Management (HRM). In your own words, briefly discuss each.

Do not exceed fifty (50) words for each discussion.

HRM Methods	Discussion
Develop human resource plan	Developing a Human Recourse plan is to identify and document all the project roles and responsibilities with in the project. also to indentify the required skills and reporting relationships (org structure) that is required to carry out the works on a project. HRP is used to identify human resource with necessary skill required for a project success
Acquire project team	Acquiring the project team is the process of confirming human recourse availability and acquiring the team with the correct skill set to complete the project. the project management team may or may not have control over team selection due to CBA agreements.
Develop project team	Developing the project team is the process of improving the team competancies, interactions, and overall team environment to enhance project performace. this can be done numerouse ways such as third party assessment, or verification of compentancies.

Manage project team	Managing the project team is to track each individual's project performance, continual feedback, and managing team changes or alterations to maintain optimum performance. The PM team observes team behavior, manages conflict and assists in conflict resolution.
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2. The following are strategies for managing human resources. Match each strategy to its correct description.

Write the letters that correspond to your answers in the spaces provided.

	Strategy HR management	Description
B	Conflict resolution	a. A strategy involving projecting labour needs and the effects they'll have on an organisation, or a project.
A	HRM forecasts	b. A strategy employed for two or more parties to find a peaceful solution to a disagreement among them.
D	Learning and development strategies	c. The process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications, to apply for jobs with an organization.
E	Performance monitoring	d. An organisational strategy that articulates the workforce capabilities, skills or competencies required to ensure a sustainable, successful project and that sets out the means of developing these capabilities to underpin performance effectiveness.
C	Personnel recruitment	e. A strategy involving assessing progress towards meeting performance and project objectives; sharing feedback on progress relative to the project goals.

3. Select two (2) strategies for HR management outlined in Written Question 6. Provide at least one (1) example or situation relating to project management in which they are best applied.

Complete the table below.

HR management strategy	Application (provide at least one (1))
HRM forecast	forecasting how many skill asphalt workers you will need to expand by 1 crew to 2 crews if you pick up major projects
Performance Monitoring	assessing a pave crews progress by using compaction data

4. Outline three (3) processes for measuring individuals' performance against agreed criteria and briefly explain each.

Do not exceed 100 words for each process you outline.

- Self Monitoring tools such as project plansm checklists and activity logs. These tools help team memmers monitor is they are meetng there goals and deadlines that are set by the project plan. when using this tool the project members can track at the same time what they will be working on. activity status can also be tracked
- reviewing work on a regualr basis. this process can be completed different ways such as spot checks, review of end products, visual observations of the team working, verbal interaction with the team members. record keeping of

this process is not necessary to keep track of everything that each team member does. random samples is sufficient to keep record.

- c. Performance reviews or appraisal. this is a systematic and periodic process that assesses the members performance and productivity in relation to certain criteria

5. Consider the strategies or techniques used for managing and improving team performance. Match each strategy or technique to its correct description.

Write the letters that correspond to your answers in the spaces provided.

	Strategy / technique	Discussion
b	Observation and conversation	a. Focuses on building life skills of the individual with no specific agenda. The returns are learning and affirmation.
c	Project performance appraisals	b. These are used to stay in touch with the work and attitudes of project team members. The project management team monitors progress toward project deliverables, accomplishment that are a source of pride for team members, and interpersonal issues.
d	Coaching	c. Objectives for conducting these during the course of a project can include clarification of roles and responsibilities, constructive feedback, discovery of unknown or unresolved issues, development of individual training plans, and establishment of specific goals for future time periods.
a	Mentoring	d. Focuses on performance of tasks with a specific agenda that comes with the job. The returns are improved teamwork or performance.

Part 2 – Manage Project Procurement

1. Consider the following procedures involved in project procurement. Match each procedure to its correct description.

Write the letters that correspond to your answers in the spaces provided.

	General feature	Description
c	Plan procurements	a. It is the process of completing each project procurement. It also involves administrative activities such as finalising open claims, updating records to reflect final results and archiving such information for future use.
b	Conduct procurements	b. It is the process of obtaining seller responses, selecting a seller, and awarding a contract. In this process, the team will receive bids or proposals and will apply previously defined selection criteria to select one or more sellers who are qualified to perform the work and acceptable as a seller.
d	Administer procurements	c. This is the process of documenting project purchasing decisions, specifying the approach, and identifying potential sellers. It defines those project needs which can be best be, or must be, met by acquiring products, services, or results outside the project organisation, against those project needs which can be accomplished by the project team.
a	Close procurements	d. This is the process of managing procurement relationships, monitoring contract performance, and making changes and corrections as needed.

2. The following are general features of a procurement management plan. Match each feature to its correct description.

Write the letters that correspond to your answers in the spaces provided.

	General feature	Description
d	Contract management process	a. This includes details of procurement (both contractors and purchases) needed for the project; as well as the selection criteria needed for each resource (this may be provided in the appendices if substantial).
a	Resources to be procured	b. These include details of the communication arrangements of procurement to stakeholders; as well as the responsibilities for staff and team members when dealing with contractors.
b	Responsibilities to contractors	c. Discusses the procedures for probity and project governance constraints of the procurement for this project.
c	Probity and project governance constraints	d. This includes information of the procurement process, from the identification of the need for procurement through to the procurement process itself and how successful contractors are selected.

3. List at least five (5) criteria that can be used to select vendors or suppliers.

- a. Cost
- b. Qualifications
- c. Skills
- d. Knowledge
- e. Attributes

4. The following are documents required in the procurement process of the project. Match each document to its correct description.

Write the letters that correspond to your answers in the spaces provided.

	Documentation	Description
c	Procurement management plan	a. These document the conclusions reached regarding what project products, services, or results will be acquired from outside the project organisation, or will be performed internally by the project team.
d	Change requests	b. These are often included as part of the procurement documents. These are developed and used to rate or score seller / contractor / vendor proposals, and may be objective or subjective.
a	Make-or-buy decisions	c. This documentation describes how the procurement processes will be managed from developing procurement documents through contract closure. This documentation may include guidance for but not limited to types of contract to be used, risk management issues, managing multiple suppliers, etc.
b	Source selection criteria	d. These are proposals to expand or reduce the project scope, modify policies, processes, plans, or procedures, modify costs or budgets, or revise schedules.

5. Consider the structure of a contract. The following are sections that should be included in both the preamble and the schedules of any part of the contract.

Write **P** if the section is to be included in preamble of the contract and write **S** if the section is to be included in the schedules of the contract. Write your answers in the spaces provided.

p	a. Governing law and jurisdiction
s	b. Agreed schedule.
s	c. Agreed payments.
p	d. Insurance
s	e. Agreed HR requirements (actual people, qualifications, etc.).
s	f. Any allowed subcontracting arrangements.
p	g. Confidentiality
p	h. Intellectual property
s	i. Agreed quality standards.
p	j. Restraint
p	k. Conflict of interest
p	l. Subcontracting
s	m. Reporting and meeting requirements.
p	n. Variation
p	o. Warrantee
s	p. Any risk management activities the contractor is responsible for.
p	q. Termination

s	r. Description of work.
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6. The following are general conditions of the contract. Match each condition to its correct description.

Write the letters that correspond to your answers in the spaces provided.

	General conditions	Description
c	Variation	a. Covers the copyright ownership of any written or artistic materials produced during the course of the project. In nearly all instances, ownership of copyright is given to our organisation, but this must be specified in the contract.
a	Intellectual property	b. Covers the closure of the project. It also contains what happens if the contract is ended before the deliverables have been produced.
d	Restraint	c. This refers to the change management process. The contract should stipulate that all contract changes go through the formal change management process.
e	Conflict of interest	d. There may be a clause preventing the contractor engaging in related activities for a set period of time following the end of the project. This is not as common for contractors as it is for employees.
f	Warranty	e. This prevents the contractor from performing activities that may damage the interests of your organisation.
b	Termination	f. Statement indicating the contractor will perform the services with reasonable care and skill, and that the intellectual property rights of any third party are not infringed. There may also be a warranty period listed for a product post-delivery.

7. Consider the legislation, codes and national standards relevant to types of contract and associated procurement processes.

- a. List the relevant federal legislation applicable to contract law.
- b. List at least two (2) other pieces of legislation relevant to your contractor.

- | |
|---|
| a. Competition and Consumer Law Act 2010 |
| b. Corporation Act 2001
Fair Work Act 2009 |

8. Which of the following statements are true regarding the Contract Law?
Select all that apply.

☒	Contract law encompasses any laws or regulations directed toward enforcing certain promises.
☐	A verbal agreement or contract is as reliable as a written contract.
☒	A contract is an agreement between two parties – either between two individuals, an organisation and an individual, or two organisations.
☐	Terms in the contract may be considered unfair when one party decides it is unfair.
☒	The first requirement for a valid contract is an agreement between two or more parties.
☒	The Australian contract law is divided into five categories including formation, scope and content, avoidance, performance and termination, and remedies.
☒	It is recommended that all project contracts need to be in writing to save any confusion.

9. Consider the probity and project governance constraints that relate to project procurement in a project provided below.

- a. In your own words, briefly discuss how each constraint relates to project procurement. Do not exceed fifty (50) words for each discussion.
- b. For each constraint, include at least one (1) specific example or situation in your current industry or an industry you would most likely work in.

Probity and project governance constraint	Discussion	Provide at least one (1) industry-specific example or situation
Ethical behaviours	Project managers and key stakeholders have to act ethically and impartiality when selecting the project team and subcontractors. When handling and documentation discretion and privacy must be maintained.	Corporate governance clearing outlining each subcontractor invited to quote on works must be given equal opportunity to win the works. Each contractor has same amount of attempts to quote and no price sharing
Limits of authority	The section of the project that the project manager does not own. The project manager doesn't have authority to enter contracts on behalf of the company, however, can be ask to administer the contract on behalf of the company	When entering a subcontract agreement with a civil company to engage in Asphalt works. The project manager cannot sign the subcontract agreement, rather it has to be signed by the managing director the CFO

Part 3 – Manage Project Stakeholder Engagement

1. Consider the different project stakeholders listed below. In your own words, discuss each project stakeholder in terms of the following:
 - a. The project stakeholder's interest in the project
 - b. The project stakeholder's expectations of the project
 - c. What is expected of the project stakeholder

Complete the table below.

Stakeholder	The project stakeholder's interest in the project	The project stakeholder's expectations of the project	What is expected of the project stakeholder
Project sponsor	Owens the Project/Funds the Project	receive product for the required amount and time	provide support and funding as needed
Project manager	ensuring the delivery of the project	project is appropriately supported by the project team, contractors and suppliers	ensure the project is delivered on time and within budget
Project team member(s)	delivery of task to complete the project	support from the project manager and contractors	completion of allocated tasks to set standard
Contractors	delivery of task to complete the project	support from the project manager and contractors	completion of allocated tasks to set standard
Suppliers	providing goods or services to complete the project	appropriate procurement from the project manager	delivery of goods or services to set standard
The end user	benefits of the end product	the end product as required	Not involved or to be included at handover
Regulatory bodies	Provides acceptable standards to work towards	the output of the product meets relevant standards	providing advice on compliance
Senior executive	Corporate governance on the project	Project is profitable to the company	support the project manager in all functions

2. Consider the different levels of stakeholder engagement below. In your own words, briefly describe each.

Do not exceed fifty (50) words for each discussion.

Stakeholder engagement levels	Discussion
Unaware	The stakeholder is unaware of the project outcome. Projects should not have any unaware stakeholders as enough effort should be put in to identify the majority of them in some sort of capacity
Resistant	The stakeholder is aware of the project, however they do not support the project. The stakeholders have been made aware of the impacts of the project and do not support the outcome. These type of stakeholders can impact the desired outcome of the project.
Neutral	This stakeholder is indecisive about the project outcomes. The stakeholder again have been made aware of the project, but never is in support or opposition to the project. Not much is required from these stakeholders.
Supportive	This stakeholder is supportive of the project and the outcomes. Stakeholder is aware of the project outcomes and is for the change. This is desired engagement for stakeholders
Leading	This stakeholder actively engages in promoting the project. The stakeholder is aware of the outcomes of the project and engages in the promotion and success of the project. These stakeholders have high influence on the project

3. Consider the different methods, tools, and techniques used in stakeholder engagement provided below. Match each to its correct description.

Write the letters that correspond to your answers in the spaces provided.

	Methods, tools, and techniques	Description
b	Stakeholder analysis	a. To ensure comprehensive identification and listing of stakeholders, judgement should be sought from groups or individuals with specialized training or knowledge on the subject area such as senior management, SMEs, and others.
a	Expert judgement	b. This is a method of systematically gathering and examining quantitative and qualitative information to determine whose interests should be taken into account throughout the project. It identifies the interest, expectations, and influence of the stakeholders and relates them to the purpose of the project.
d	Interpersonal skills	c. These involve the act of directing and controlling a group of people for the purpose of coordinating and harmonizing the group towards accomplishing project objectives.
e	Communication methods	d. These include skills in building trust, resolving conflict, active listening, and overcoming resistance to change to manage stakeholder expectations.
c	Management skills	e. These involve the act of sharing information among project stakeholders and they can be broadly be classified into interactive, push, and pull.

4. List four (4) management skills that can be utilised in stakeholder engagement.

- a. Presentation Skills
- b. Negotiating
- c. writing Skills
- d. Public Speaking

5. List four (4) common problems relating to project management that lead to variances in stakeholder engagement.

- a. Incorrect or Misleading Content
- b. Missing Reports
- c. Stakeholder complaints
- d. Untimeley distribution

6. The following are key components of stakeholder engagement. Match each key component to its correct description.

Write the letters that correspond to your answers in the spaces provided.

	Key Component	Description
g	Stakeholder Identification and Analysis	a. Plan out each consultative mechanisms, consult inclusively, document the process, and communicate follow-up.
f	Information Disclosure	b. Involve directly affected stakeholders in monitoring project impacts, mitigation and benefits, and involve external monitors where they can enhance transparency and credibility.
a	Stakeholder Consultation	c. Establish accessible and responses for stakeholders to raise concerns and complaints about the project throughout its life.

e	Negotiation and Partnerships	d. Build and maintain sufficient capacity within the company to manage processes of stakeholder engagement, track commitments, and report on progress.
c	Grievance Management	e. For controversial and complex issues enter into good faith discussions that satisfy the interest of all parties. Add value to impact mitigation or project benefits by forming strategic partnerships.
b	Stakeholder Involvement in Project Monitoring	f. Communicate information to stakeholders early in the decision-making process, in ways that are meaningful and accessible, and continue this communication throughout the project life
h	Reporting to Stakeholders	g. Invest time in identifying and prioritizing stakeholders and assessing their interests and concerns.
d	Management Functions	h. Report back to stakeholders on environmental, social and economic performance both those consulted and those with more general interests in the project.

7. Which of the following are key principles of stakeholder engagement?

Select all that apply.

☒	a. Relationship: Try to engender trust with the stakeholders. Seek out networking opportunity.
☒	b. Remember, they are human: Operate with an awareness of human feelings.
☐	c. Take responsibility: Project governance is the key of project success. It's always the responsibility of everyone to maintain an ongoing dialogue with stakeholders.
☐	d. Celebrate success: Ensure that all other project stakeholders are aware of your accomplishments.
☒	e. Consult, early and often: Always ask the right questions to get the useful information and ideas. To engage their support ask them for advice and listen how they feel.
☐	f. Understand what success is: Explore the value of the project to the stakeholder.
☒	g. Communicate: Before we are aiming to engage and influence stakeholders, it's crucial to first seek to understand. To ensure intended message is understood and the desired response achieved.
☒	h. Simple but not easy: Show your care. Be empathetic. Listen to the stakeholders.
☐	i. Quantity over quality: The more project stakeholders involved in the project the more chances of ensuring the project's success.
☒	j. Plan it: Time investment and careful planning against it, has a significant payoff.

Part 4 – Manage Personal Work Priorities and Professional Development

1. Discuss the principles and techniques involved in the management of organisation by completing the table below.

Further guidance is provided in the table.

Aspects in management of organisation.	Provide a brief description of the principles behind this aspect:	Provide at least (1) technique you would use to manage this aspect in your own workplace:
Performance measurement	Process of collecting, analysing, and reporting information based on the performance of a group or individual	Safety Records, Tonnes placed on ground per shift, Waiting time
Personal behaviour	Project Managers must have strong leadership skills exhibit numerous qualities of that nature in order to effectively manage	project managers that can clearly portray the vision of the final product from the crew shovel hand all the way to the Managing Director of the company.
Self-awareness	Self-awareness is the ability for self-examination and the ability to recognise oneself as an individual separate from the environment of the current project and other individuals participating in the project. Being self-aware is being able to do an accurate self-assessment of your own strengths and limits.	Keeping a Journal, Periodical feedback from other individuals within the company
Identification of your own personality traits	identifying your own personality traits so you are self aware and can make the correct judgment calls on who is within your team	Myers Briggs Indicators

Identification of the personality traits of your team member	Identifying the personality traits of your team so that they work well and aren't negative	Myers Briggs Indicators
Setting your own goals	Essential component of personal development is goal setting. need something to aim for to go anywhere	SMART goal setting concept
Managing your time	Time management is essential for project management. need to develop a routine that will allow you to manage your time well	the 20/80 rule. where 80% of outputs are generated by the 20% of the inputs
Your personal development plan	A collection of goals that you can work towards in a given timeframe	Visualising where you want to be in 5 years

2. Write a two-year plan for your personal development of your own management skills.

Your plan must be of between 200 – 400 words in length.

Guidance: Ensure that you set goals that are S-M-A-R-T (specific, measurable, attainable, realistic, and timely) and that you include including specific opportunities and options you could pursue, and include specific timeframes for achieving each item in this plan.

Two year personal development plan is to certify as a project manager and to gain experience managing A4 transport and main roads projects. This would include all aspect from tendering, procurement of contractors, executions of production and placement and practical completion sign off.

Measuring these goals would mean successful completed of this course and successfully completing a project upwards of 5 million dollars in contract value. Key measurable would be practical sign off with little or zero non-conformances. Another key measurable would be meeting or beating financial targets set for that job

These goals are achievable because currently roles include parts of procurement for smaller scale main roads projects. Currently completed or completing A2 main roads works. Working underneath project managers with A4 experience will also help achieve this goal.

This goal is realistic in the set time frame because continuous improvement from A2 to A4 with the assistance of current staff and their knowledge. All of the activities that occur in an A2 project are transferable to a A4 project, only larger.

The end result after 2 years is evident as above states, however incremental goal setting will be in place such as managing A3 projects or completing the procurement for an entire project.

3. Consider the different learning types provided below. In your own words, discuss each learning style and provide at least one (1) specific strategy or approach appropriate for accommodating each learning style.

Do not exceed fifty (50) words for each discussion.

Learning style	Discussion (Do not exceed fifty (50) words for each discussion)	Approach / strategy (Provide at least (1) for each learning style)
Visual	Visual learner learns by seeing what they are being taught such as diagrams, mid maps, and other various visual tools. these people tend not to take to verbal instructions	Mud maps or plans for works
Kinaesthetic/Tactile	leanrs by physical activities, and manipulating items. they do well with simulations and role play.	site walk throughs and short breaks
Auditory	learns best from verbal communication and talking out loud. very good at remembering items that they hear and very good woth words .	work in smaller groups for a quite envirmoment.

4. Taking the role of a project manager, what methods would you apply to achieve a healthy work-life balance?

Provide three (3) methods and briefly describe each. Do not exceed fifty (50) words for each discussion.

- a. Be Flexible
- b. Let go of being perfect
- c. Exercise

5. Provided below are methods and practices that are used to improve one's performance. In your own words, briefly discuss each.

Do not exceed fifty (50) words for each discussion.

Methods and practices	Discussion
Professional development	encompassing all types of facilitated learning opportunities including academic degrees to formal course work
Coaching and mentoring	development techniques based on the use of one-to-one discussions to enhance a individuals skills, knowledge of work performance.
Reflective practice	capacity to reflect on action to engage process of continuous learning. need to pay critical attention to practical values and theories which invole everyday action
Seek feedback	cheapest but one of the more powerful management tools. feedback is powerful as it helps people get on track and serves a guide to assits people.

Part 5 – Lead and Manage Team Effectiveness

1. Explain how group dynamics can affect the project team's performance. Your response must include discussion on the following:

- a. How does group dynamics support team performance?
- b. How does group dynamics hinder team performance?

Do not exceed 300 words.

a. A team with positive group dynamics tend to have team members who trust each other. They can work towards collective decisions and they are held accountable for outcomes. A team with good group dynamics may be constructive and productive, and it may demonstrate mutual understanding and self-corrective behaviour. On the other hand, poor group dynamics can be disruptive for successful decision making and work outcomes. Group dynamics matter because they impact things like creativity, productivity and effectiveness. Since group work is integral to organisations, for business leaders, addressing group dynamics can lead to better work outcomes, customer satisfaction and an improved bottom line.

b. Conduct a diagnosis of what is going wrong in your team by doing a team health check. Observe your team at work and conduct individual interviews in a private, safe and confidential space. Talk to other relevant people, such as customers and line managers, to find out as much as you can about your team's problems. As you do, stay aware of the common causes behind poor group dynamics.

c. ● Weak leadership – Weak leadership, where the team lacks a strong leader, can pave the way for a dominant team member to take over, resulting in a lack of direction and conflict.

d. ● Authority and groupthink – Excessive deference to authority can have a stagnating effect of teams as people would rather agree with the leader than offering innovative ideas and opinions. Groupthink can have a similar effect.

e. ● Blocking behaviours – Aggressive, negative, withdrawing, recognition-seeking and even joking behaviours can block the flow of information in the team.

- f. • Free riding – Some team members taking it easy at the expense of other colleagues can lead to poor group dynamics and outcomes.
- g. • Evaluation apprehension – Team members may hold back their opinions and ideas as result of feeling they are being judged harshly by other team members.
- h. Other potential causes of poor group dynamics include poor communication and a lack of focus. Take time to observe, talk to team members and figure out what is happening amongst the team.

2. Which of the following are strategies that directly support team cohesion, participation, and performance?

Select all that apply.

☐	a) Risk analysis
☒	b) Coaching
☒	c) Performance reviews
☒	d) Mentoring
☒	e) Communicating each team member's roles and responsibilities
☒	f) Team building
☐	g) Record keeping
☒	h) Modelling desired behaviour and practices
☐	i) Micromanaging team members

☒	j) Consultative mechanisms with team members
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3. Discuss at least three (3) strategies you would utilise to gain consensus in a team. Do not exceed fifty (50) words for each strategy.

- a. Gathering Information. Gathering new information is a good strategy when a consensus is not reached as team members might be working under false assumptions. Increased amount of information given can lead to better decisions made
- b. Taking no further action. Taking no further action can be a good strategy as it gives the team time to consider any new information. Giving the team time can show respect and make it easier for them to come to a conclusion
- c. Asking individual team members who is blocking a group consensus and give them an opportunity to explain their logic and why they would apply in this situation being discussed. Giving the team member opportunity to discuss will help them understand the reasons for their opinions

4. In the life cycle of a project, you are most likely to encounter unexpected problems, issues, and questions along the way. Which of the following are strategies that can be best applied to handle and resolve such issues?

Select all that apply.

☒	a) Identify and understand potential risks and issues to the project prior to commencing.
☐	b) Refer and turn over all issues to supervisor.
☒	c) Implement a tool to document issues as they arise within the project such as an Issues Log.
☒	d) Learn from previous projects to predict potential risks and issues.
☐	e) Explore small issues and let them escalate into bigger ones.
☒	f) Allocate responsibilities within project team members for resolving different types of issues.
☒	g) Set criteria to determine an issue's priority task.
☐	h) Communicate issues to team members who are not directly involved.
☒	i) Establish a plan for communicating issues within the project team.
☐	j) Single out team member(s) who are responsible for the issue and carry out disciplinary measures.

CASE STUDY

Instructions to Student

These case studies are hypothetical situations which will not require you to have access to a workplace, although your past and present workplace experiences may help with the responses you provide. You will be expected to encounter similar situations to these in future as you work in a project team environment.

In the real world you are likely to encounter the situation where you enter a project, taking over from another project manager. The documentation that is handed over to you is not necessarily up to scratch, and there could be serious issues with the project. This assessment captures that real life scenario.

The case studies are the first part of dealing with “multiple complex projects” required in all the units of this subject. The other assessment covering this requirement is the practical assessment. When you have completed the case studies you will be able to commence the practical assessment which covers the generic skills needed to function as an effective project team member. This assessment on the other hand covers the application of the underpinning knowledge and background theory.

Introduction

You have been called back as an independent consultant in the Awesome Landscapes project which you have worked on in the previous workbooks.

Note: For the purpose of this assessment, today is 12 December 20xx, where 20xx refers to the current year. Awesome Landscapes is based in your own home / state territory.

There have been substantial changes to the project. It has come almost to a standstill when Massive Eco-Development went into administration on 19 November causing all work on site to stop. No one saw this coming. The administrators ordered work to stop on the project, but three weeks later, they have advised you that a buyer has purchased all of Massive Eco-Development's assets, including this project.

The buyer is the Cascade Peak Hotel, currently the largest and most successful accommodation provider within the town. They have seen the opportunity to expand their business and as a result have hired the project manager and project director of Massive Eco-development Corporation on temporary contracts to see out the rest of the project. Cascade Peak Hotel will have sole ownership of the resort, so the proposed marketing project will no longer go ahead.

You have just met with the senior management of Cascade Peak Hotel and have negotiated to get the project back on track. They have agreed to pay Awesome Landscapes an extra \$100,000.00 to compensate for lost time and have agreed to fully support you. However, there are two issues at hand:

1. Cascade Peak Hotel has asked J.P Digging (one of the contractors) be removed from the project. They have worked with this contractor before and had bad experiences with them. You have found they have been a lot of hard work but otherwise meeting the schedule until the takeover. When the contractor found out that Cascade Peak Hotel has taken over the ownership, they asked if they could terminate their contract. Cascade Peak Hotel agrees. You will need to find a new contractor.
2. Through the uncertainty with the project being stopped, you have lost two landscapers. They have both handed in their resignation, left the area and taken jobs interstate where employment opportunities are admittedly a lot better.

To reflect these changes, the project documentation has been updated and signed off a week ago on 7 December 20xx. Sam Ng has warned you though that a lot of the issues have not been thought through and he has therefore brought you in as a consultant to help get the project back on track when construction recommences on 7 January. There is a lot of work to be done between now and then.

Sam has provided you with the updated project documentation via the following links:

[Project Charter version 3 \(.pdf\)](#)

[Project Plan version 3 \(.pdf\)](#)

[Project Gantt Chart version 3 \(.mpp\)](#)

[Project Gantt Chart version 3 \(.pdf\)](#)

[Project Network Diagram version 3 \(.pdf\)](#)

(Username: cstclearner Password: CstcPty@123)

Note: These documents were generated in year 2016. For the purpose of this assessment, refer to '2016' as the current year and '2017' as the succeeding year.

1. Awesome Landscapes uses the following template to advertise for new positions. Write the content in the template to create an advertisement for the vacant positions.

Guidance:

- a. All applications for people applying for roles within this project must e-mail their applications to sam.n@awesomelandscapes.com.au.
- b. Although these positions are specifically required for this project, the employment of these landscapers will need to be ongoing.
- c. Landscapers working for Awesome Landscapes are paid \$18.00 per hour plus leave and superannuation entitlements as required by legislation.
- d. They will be formally reporting to the project manager even though their day-to-day duties will come from the site supervisor.

Job Advertisement Template

Job Title	Landscaper
Job Location	Cascade Peaks
Introduction to organisation	Awesome Landscapes is the Premier landscaping organisation in the Cascade Peak area, with having completed the landscaping work for most large projects in the area in recent years.
Who the position reports to	Project Manager / Site Supervisors
Description of the job role and purpose	Working as a team and completing tasks direct by the site supervisor and project manager to deliver the landscaping and construction of the Cascade Peaks Chalet Project
Selection criteria	Advertise position as soon as possible and high priority given to the employment process so a replacement can start within a few weeks
Salary and superannuation details	\$18.00 p/h plus leave and super entitlements
Employment conditions	Site Specific and ongoing after this project
Instructions for applying for the position	Please send your application by e-mail to: sam.n@awesomelandscapes.com.au

2. Complete the employment contract for the new landscapers to sign when they commence work on the project.

Guidance:

- a. The landscapers have not yet been hired, so keep the name field blank.
- b. Assume they will commence employment on 7 January 20yy, where 20yy is the succeeding year of the current year.
- c. In accordance with company policy, the project manager signs off on the employment agreement.

EMPLOYMENT AGREEMENT

Dear [insert name of employee]

Employment agreement

This letter sets out the terms of your employment with Awsome Landscapes

In this letter, words in bold type have the meaning described in the definitions section at the end of the letter.

1 EMPLOYMENT

1.1 Commencing position

Awsome Landscapes will commence employing you in the position of **Landscape labourer** on a full-time basis, reporting to **Sam Ng**, starting on **January 7th 2021**.

1.2 Acknowledgment

You acknowledge and agree that:

- (a) you have a lawful right to work in Australia and perform the duties and responsibilities of employment contemplated by this letter;
- (b) you will immediately notify the company of any circumstance that might prejudice this right at any time during your employment by the company; and
- (c) in order to enable the company to verify at any time that you have this right, you will provide to the company upon request sufficient evidence to establish this fact.

1.3 Hours

Your ordinary work hours are 38 per week, but you will be required to work such additional hours as may be reasonable and necessary for you to perform your duties in a satisfactory manner. Your hours of work will be averaged over 6 months. If you consider that you are being required or requested to work unreasonable additional hours you should raise this with your manager in the first instance.

1.4 Location

Initially, you will work at the company's premises at **Cascade Peaks**. However, the company may direct you to perform work at other locations, provided that such a direction does not impose unreasonable hardship on you.

1.5 Probationary employment

- (a) You will initially serve a 6 month period of probation.
- (b) During the probationary period, either the company or you may terminate your employment with one week's notice in writing.

1.6 Permanent employment

If your employment continues after the expiration of the probationary period, it will be ongoing, subject to the right of either the company or you to terminate your employment under clause 10.

1.7 Duties and responsibilities

You will:

- (a) exercise the powers and discretions, hold the responsibilities and perform the duties and tasks as are conferred, delegated or specified by the company from time to time;
- (b) perform those responsibilities and duties honestly and in a proper and efficient manner;
- (c) use your best endeavours to promote and enhance the interests, welfare, business, profitability, growth and reputation of the company;
- (d) not intentionally do anything that is or may be harmful to the company;
- (e) report to the company promptly, or to such person as the company from time to time determines, at all reasonable times, all information and explanations as required in connection with matters relating to your employment or the business of the company; and

(f) comply with all lawful and reasonable directions given to you by the company.

1.8 Company policies

(a) You must be familiar with and observe the **company's policies** as varied from time to time.

(b) Nothing in the **company's policies** gives rise to a legal right or benefit enforceable by you.

1.9 Inconsistency with industrial laws

If the company is subject to obligations in respect of your employment arising under any **industrial laws** and any such obligation is inconsistent with a term of this letter, the term of this letter will not operate to the extent of that inconsistency.

2 REMUNERATION

2.1 Amount

The company will pay you an annual remuneration package that comprises:

(a) hourly wage of \$ 18.00 gross;

(b) superannuation contributions as required by law (currently 9% of base salary);

Your remuneration package includes payment for all amounts of overtime, allowances, penalties and loadings to which you may become entitled under industrial laws.

2.2 Method of payment

The company will pay base salary and allowances into your nominated bank account(s) fortnightly 2 weeks in arrears.

3 EXPENSES

The company will reimburse you in accordance with company policy for expenses you properly incur in the course of your employment.

4 COMPANY DEBTS

If you owe money to the company, forfeit the right to monies already paid or you are paid more than you are entitled to be paid, the company may withhold (to the extent permissible by industrial laws) the amount forfeited, or the amount of the debt or overpayment, from any amounts otherwise payable to you, including salary or reimbursement of expenses.

5 LEAVE

5.1 Entitlement

You will be entitled to paid and unpaid leave in accordance with the Fair Work Act 2009 (Cth). A summary of these entitlements is set out below. You will also be entitled to paid public holidays under the Fair Work Act and Long Service Leave under the applicable legislation in your State or territory.

5.2 Annual leave

You will be entitled to 4 weeks' paid annual leave per year of service with the company. Annual leave accrues on a pro rata basis and is cumulative. Annual leave is to be taken at times agreed with the company. The company will not unreasonably refuse to authorise the taking of annual leave by you.

The Company may require you to take a period of paid annual leave if reasonable. A requirement will be reasonable if you have accrued excessive annual leave or the Company's business is being shut down for a period.

Upon the termination of your employment you will be entitled to payment in lieu of any untaken annual leave.

5.3 Personal/Carer's leave

You will be entitled to paid personal/carers' leave of 10 days per annum which may be taken as:

- (a) sick leave for absences due to personal illness or injury; or
- (b) carer's leave to provide care or support to a member of your immediate family or household who requires support because of an illness or injury or because of an unexpected emergency.

Personal/carers' leave accrues on a pro-rata basis and is cumulative. The company may require you to provide a medical certificate from a registered

health practitioner or a statutory declaration evidencing the reason for that personal/carer's leave.

You will be entitled to unpaid carer's leave of up to 2 days on each occasion when a member of your immediate family or household requires support because of an illness or injury or because of an unexpected emergency. This entitlement only applies if you are not entitled to paid personal/carer's leave.

5.4 Compassionate leave

You will be entitled to paid compassionate leave of 2 days:

(a) for the purpose of spending time with a member of your immediate family or household who has contracted an illness or sustained an injury that poses a serious threat to that person's life; or

(b) after the death of a member of your immediate family or household.

Compassionate leave may be taken as a single period of 2 days or as 2 separate periods of one day each. You must provide any evidence of the illness, injury or death that the company reasonably requires.

5.5 Parental leave

You will be entitled to maternity leave after 12 months' continuous service as follows:

(a) unpaid special maternity leave if you:

(i) are pregnant and have a pregnancy related illness; or

(ii) have been pregnant and the pregnancy ended within 28 weeks of the expected date of birth other than by the birth of a living child;

(b) unpaid maternity leave in respect of the birth or expected birth of a child of yours.

The maximum period of maternity leave (including special maternity leave and ordinary maternity leave) is 52 weeks, less any period of related authorised leave taken by you or your spouse. The company may require you to provide a medical certificate and a statutory declaration regarding any application for maternity leave.

You will be entitled to paternity leave after 12 months' continuous service as follows:

(a) unpaid short paternity leave of up to one week commencing on the day your spouse begins to give birth;

(b) unpaid paternity leave after your spouse has given birth to a living child so that you can be the child's primary care-giver.

The maximum period of paternity leave (including short paternity leave and long paternity leave) is 52 weeks, less any period of related authorised leave taken by you or your spouse. The company may require you to provide a medical certificate and a statutory declaration regarding any application for paternity leave.

You will be entitled to adoption leave after 12 months' continuous service as follows:

(a) unpaid pre-adoption leave of 2 days for the purpose of attending any interviews or examinations required to obtain approval for the adoption, unless the Company directs you to take another form of authorised leave to which you are entitled. Pre-adoption leave may be taken as a single, unbroken period of up to 2 days or as otherwise agreed with the company;

(b) unpaid adoption leave:

(i) short adoption leave of up to 3 weeks taken by you within the 3 weeks starting on the day of placement of a child with you for adoption;

(ii) long adoption leave taken by you after the day of placement of a child with you for adoption so that you can be the child's primary care giver.

The maximum period of adoption leave (including short adoption leave and long adoption leave) is 52 weeks, less any period of related authorised leave taken by you or your spouse. The company may require you to provide a statement by the adoption agency and a statutory declaration regarding any application for adoption leave.

You may request an extension of unpaid parental leave for up to 12 months. You may also request to work a flexible working arrangement until your child reaches school age. Conditions apply to these requests. The Company may refuse such requests on reasonable business grounds.

6 CONFIDENTIALITY

6.1 Confidential information

In the course of your employment, you will become privy to **confidential information** of the company or its clients, whether in written, computerised or oral form.

6.2 Obligations of confidence

You will, both during your employment and for so long as the confidential information remains confidential after the termination of your employment (unless it ceases to be confidential due to your breach of this clause):

(a) not at any time, either directly or indirectly, disclose or communicate to any person any confidential information that may come to your knowledge during or in the course of the employment, unless expressly authorised by the company or required by law or court order;

(b) use your best endeavours to prevent disclosure or publication of the confidential information where that disclosure or publication is not authorised by the company;

(c) if required by law or court order to disclose any confidential information, advise the company of that fact and take all lawful steps to confine disclosure of the confidential information and preserve its confidentiality, including taking steps to allow the company or its agents to do so;

(d) not use or attempt to use confidential information for your own purposes or for any purposes other than for the purposes of the company or in any manner which may injure or cause loss directly or indirectly to the company and/or its business; and

(e) acknowledge and agree that, without prejudice to any other remedy that the company may have, the company will be entitled to injunctive and other equitable relief to prevent or cure any breach or threatened breach of this clause.

7 RESTRAINT

7.1 Restraint

You will not during the **restraint period** in the **restraint area**, by any means whatsoever directly or indirectly:

(a) attempt in any manner to persuade a **client** to cease dealing with or to reduce the dealings which that client has customarily had or contemplated having with the company;

(b) attempt in any manner to persuade a **supplier** to cease dealing with or to reduce the dealings that the supplier has customarily had or contemplated having with the company;

(c) attempt in any manner to persuade any employee or contractor of the company with whose skills and abilities you have become familiar in the course of your employment to cease providing services to the company and/or to provide services to you or another person;

(d) carry on, advise, provide services to or be engaged, concerned or interested in or associated with or otherwise involved in any business activity that is competitive with any business carried on by the company.

7.2 Interpretation

Each of the covenants contained in this clause resulting from each **restraint period** and each **restraint area** constitutes and is to be construed and will have

effect as a separate, distinct, severable and independent provision from the other covenants (but cumulative in overall effect) and clause 11.3 will apply.

7.3 Acknowledgment

You acknowledge and agree that, without prejudice to any other remedy that the company may have, the company will be entitled to injunctive and other equitable relief to prevent or cure any breach or threatened breach of this clause.

8 INTELLECTUAL PROPERTY

8.1 Acknowledgments

You acknowledge and agree that:

(a) all intellectual and industrial property rights in **confidential information** and any modifications and enhancements to confidential information are owned by the company;

(b) any **inventions** or **works** created during and in the course of the employment and the entire copyright throughout the world in all **works** are owned by the company;

(c) the company owns all **inventions** and **works** absolutely and without further payment by the company to you and to the extent necessary, you irrevocably assign to the company all your present and future rights, title and interests in and to all **inventions** and **works**;

(d) you must immediately disclose to the company (and to no other person) all the details of any **inventions** or **works** created by you during your employment.

8.2 Consent

You:

(a) consent to the **works** being changed, copied, edited, added to, taken from, adapted and or translated in any manner or context by the company, and any person authorised by the company to do so, for any purpose related to the company's business, notwithstanding that such conduct may amount to derogatory treatment of the **works** within the meaning of the *Copyright Act 1968*; and

(b) acknowledge that the consent in clause 8.2(a) above is given genuinely and is not given because any person:

(i) applied duress to you (or your representative) to give that consent; or

(ii) made a false and misleading statement to you in relation to the giving of that consent.

8.3 General

You must, both during your employment and thereafter:

(a) do all such acts and things as the company may request reasonably to secure to the company ownership or registration rights in the **inventions** or **works**, and you hereby grant to the company the right to use your name to obtain any protection of the **inventions** or **works**; and

(b) not engage in any conduct that may damage the company's intellectual property or industrial rights.

9 OTHER BUSINESS INTERESTS

(a) During your employment you will not undertake or carry on, or be employed by, or be directly or indirectly concerned or interested in (other than merely by holding up to 5% of shares issued in a public company) any business other than the company's business.

(b) You will not have any association or interest outside the company that is incompatible and/or inconsistent with the company's interests.

10 TERMINATION OF EMPLOYMENT

10.1 Termination by the company

Subject to clause 10.3, the company may terminate the employment by giving you one month's notice in writing.

10.2 Resignation

If you resign, you must give one month's notice in writing. If you decline to serve part or all of that notice period without agreement of the company, you will forfeit your right to be paid for that period of notice which you refused to serve (and clause 4 will apply).

10.3 Summary termination

The company may terminate your employment immediately by giving written notice to you and without being required to provide any compensation or payment in lieu of notice if you:

- (a) engage in serious or gross misconduct;
- (b) breach a fundamental condition and/or commit a fundamental breach of the conditions of your employment;
- (c) commit an act of fraud or dishonesty;
- (d) engage in any conduct which, in the reasonable opinion of the company, might tend to injure the reputation or business of the company;
- (e) fail or refuse to comply with any lawful direction given to you by the company through its authorised representative.

10.4 During the notice period

If either the company or you give notice of termination under this agreement, the company may:

- (a) pay you an amount of base salary in lieu of part or all of that period not served by you; or
- (b) require you to serve part or all of that period without attending work and/or performing duties.

10.5 Acts following termination

Upon the termination of your employment you must immediately repay all outstanding debts and loans to the company and return to the company any of the following items in your possession:-

- (a) any document, whether in computerised form or otherwise, relating to any matter within the scope of the business of the company, or to confidential information or any other aspect of your employment;
 - (b) all keys and passes belonging to the company;
 - (c) all software and associated materials belonging to or licensed to the company; and
 - (d) all other property belonging to the company,
- and you will provide the company with a letter certifying that all such items have been returned.

11 GENERAL PROVISIONS

11.1 Entire agreement

This letter constitutes the entire agreement between you and the company regarding the matters set out in it and supersedes any prior representations, understandings or arrangements between the parties, whether oral or in writing.

11.2 Variation

If your position, job location or remuneration package change during your employment, the other provisions of this agreement will continue to apply to your employment unless varied by mutual agreement in writing.

11.3 Severance

If any clause or any part of any clause in this agreement is in any way unenforceable, invalid or illegal, it is to be read down so as to be enforceable, valid and legal. If this is not possible, the clause (or where possible, the offending part) is to be severed without affecting the enforceability, validity or legality of the remaining clauses (or parts of those clauses) of this agreement, which will continue in full force and effect.

11.4 Governing law and jurisdiction

(a) The laws applicable in **Queensland State and Australian Federal Laws** govern your employment and this agreement.

(b) The parties submit to the non-exclusive jurisdiction of the courts of **Queensland** and any courts competent to hear appeals from those courts.

12 DEFINITIONS

In this agreement:

client means any person who is or was a client of the company with whom in the course of the last 12 months of your employment you have dealings;

company means Awsome Landscapes;

company policies means the policies of the company relating to your employment;

confidential information includes information about the following matters that is confidential to the company:

(a) any client;

(b) the number, nature or mix of products or services provided by the company;

(c) any person who the company or you have approached or canvassed during the employment as a potential client, including their names, addresses, requirements and preferences concerning the products or services produced or that may reasonably be provided by or through the company;

(d) marketing or business plans or strategies;

(e) techniques, procedures or methods devised by the company or required to be used in the operation of its business, including the training of its personnel;

industrial laws means any applicable industrial award, enterprise agreement or industrial legislation;

inventions means all inventions, discoveries and novel designs;

restraint period means the following period commencing immediately after termination of your employment:

- (a) 12 months, or if that is unreasonable
- (b) 9 months, or if that is unreasonable
- (c) 6 months, or if that is unreasonable
- (d) 3 months.

restraint area means the following geographical region:

- (a) Australia.

supplier means any person who supplies services to the company with whom in the course of the last 12 months of your employment both the company and you have dealings;

works means all works and other subject matter in which copyright exists.

Date:.....

SIGNED for and on behalf of

Awesome Landscapes by

.....

Sam Ng

I acknowledge and declare that I have read and fully understand the terms and conditions contained in this agreement and accept that I will observe them fully during my employment:

.....

Signature of employee

.....

[insert employee name]

Date:.....

.....

Signature of witness

.....

[insert witness name]

Date:.....

3. List at least three (3) criteria to be used to assess the candidates for the landscaper position.

Guidance: Use the quality criteria from the Project Plan version 3.

- a. knowledge of Regulations
- b. Licenses to operate plant
- c. General building knowledge

4. Access and carefully go over the [Interview Notes](#) (Username: cstclearner Password: CstcPty@123) gathered from the interviews with the candidates.

Write a recommendation to Sam advising which candidates are most suitable and why. Your recommendation must be of 150 – 200 words in length.

The two candidates that are most suitable for the landscaper roles are Karen Pearce and Kamil Prasad. These candidates stood out because they both have prior experience in horticulture and some sort of management training. Therefore they already possess the required knowledge to keep the necessary quality to standard. They both have plant tickets which also would be useful for the construction aspect of the works. Karen and Kamil both also show good team culture qualities therefore will mesh well when introduced to the current awesome landscapes team.

Although Alice Mundy possess the same level of knowledge as Karen and Kamil, her interview notes indicate a personality that would not be a positive cultural fit within the current Awesome Landscapes team. This is also indicated by one of Alice's references Veruka.

Jack and Aaron both potentially would possess positive cultural fit contributions and have quality reference, there don't have much experience in the field and lack of knowledge and skill would be detrimental to a project that is currently behind schedule

In conclusion if you had to pick one candidate, Karen would be the one to hire for the cascade peaks project as she have current knowledge of the local flora and fauna.

5. Review the Project Plan. List the deliveries Earthmoving Logistics need to make as part of their contract.

Guidance:

- a. List the deliveries in the correct order (earliest date(s) to latest date(s)).
- b. For each delivery, indicate the date(s) and the item(s) to be delivered on those dates.

Date	Deliveries
Delivery of Landscaping Equipment	onsite by Wednesday 8 th August
Delivery and erection of Glass house	Onsite by 8 th August and erected by 13 th August
Delivery of Road Gravel	From 9 th August to 13 th August
Delivery of all granite boulders	from 27 th August to 3 rd September

6. Write a report outlining the training needs of the candidate as part of their induction into the project.

Your report must be of 200 – 300 words in length.

The objective of this training needs analysis are to identify the training needs of Karen Pearce and Kamil Prasad; Priorities the related needs of the Cascade Peaks Chalet project to Karen and Kamil and identify the realistic actions to address the prioritised training assigned.

The findings of this analysis are:

Development for Karen Pearce

- Advanced bobcat operations for transferring spoils
- Heavy ridged license to drive tippers around site
- Specific site induction needs for the cascade peaks chalet project.
- Backhoe and forklift tickets to move the pallets and boulders around site.
- Certificates in horticulture management

Development for Kamil Prasad

- Specific site induction needs for the cascade peaks chalet project.
- Native plant maintenance for cascade peaks shire

The priorities for the training have been identified as the site specific inductions as they are a health and Safety priority. Critical individual training for Karen has been identified as Bobcat and forklift tickets so that the skill set for the entire landscaping team doesn't drop and Native plant maintenance for Kamil; for that same reason as stated for Karen.

Recommendation to achieve the training needs is to develop a program where new starts are given opportunity to develop necessary skills prior to being placed in a team. And to provide continuous coaching, mentoring and upskilling where required.

7. List four (4) performance measures to be used in assessing the successful candidate's performance.

Guidance: Refer to Appendix 9 Quality Analysis Tool of Project Plan version 3.

- a. Truck Licence
- b. Landscape Construction / Qualification Skill
- c. Horticulture Qualification Skills
- d. Earth Moving Ticket

8. List five (5) responsibilities as part of the site supervisor's role.

- a. Ensuring procedure is followed
- b. Goods Arrive ontime
- c. Ensuring install and stored as per plan
- d. Ensuring plans are followed
- e. Goods are in good condition

9. Now that you have selected your replacement landscapers, write a short recommendation to the director of Awesome Landscapes regarding which landscaper will be allocated to each task.

Do not exceed fifty (50) words.

Guidance: Landscapers, Dave Furphy and John Zhuche have left the project and the successful candidates will be replacing them.

Dear Kim

The two new replacements for Dave Furphy and John Zhuche are Kamil Prasad and Karen Pearce

Karen will take over Dave's Roles as she has strong horticulture skill and a bobcat ticket. Daves major current roles where to expand the carpark, move gravel, Landscape, prepare soils, remove weeds, plant plants in the green house.

Kamil will take over John's roles as Kamil has a HR License, Forklift, Backhoe and Bobcat Ticket. John's roles major roles where to clear around surface infrastructure, fill and compact channels, construct channels

10. Consider how you will communicate the updated resource allocation.
- List three (3) documentation in the Project Plan that needs to be updated?
Guidance: Consider the documentation you have already updated, and all other templates that required changes to employee landscaper names.
 - To whom does this information need to be communicated to?
 - How will this information be communicated to each stakeholder?

a. Organisational Chart - Cascade Peaks Chalet Project
Change Register
Effort and task Duration

b. information must be communicated to all stakeholders

c. communicating information to all stakeholders early in the decision making process in ways that are meaningful and accessible.

11. The Project Plan has been updated showing all the work J.P. Digging (the previous contractor) has completed. They have contacted Sam to advise they have not been paid their last progress payment, nor have they been paid for the additional work completed before Massive Eco-development went insolvent.

Examine the work done to date as per the project plan and provide a short recommendation regarding how much should be paid to J.P. Digging.

To Date, JP Digging has completed all of phase 1 works which entitles them to \$26,950 + GST payment, and they have completed 2 tasks within the second phase of the project which would entitle them to \$4569 + GST.

12. Which of the following are additional finalisation activities that need to take place to close the contract with J.P. Digging?

Select all that apply.

☐	a. Contract variation
☒	b. Post implementation review
☒	c. Audit
☒	d. Archiving of contract
☐	e. Project closure report

13. Document the lessons learnt regarding the loose ends left by the old contractor. Complete the Lessons Learnt template below.

Guidance: The date must be in the range of mid to late December.

Project Name: Cascade Peaks Chalet Landscaping					
Prepared by: Ivan Sladojevic					
Date: 12/12/2020					
Lesson Learned Number: 1					
Lesson Learned Proposed Name: Change in Contractors					
Project Team Role: Subcontractor					
Process	☐ Initiating	☒ Planni	☐ Executing	☒ Controlli	☒ Closing
Specific Project Management Process Being Used:					
Specific Practice, Tool or Technique Being Used:					
What was the action undertaken? change of earthmoving contractor from JP Digging to Earthmoving Logistics					
What was the result? Awsome Landscapes change earthmoving contractor					

What might have been a more preferred result?							
to keep JP digging as they are almost half way through the works							
What might have created the more preferred result?							
detailed management plan to give assurance to Cascade Peaks group that works will be to their standard							
What is the specific Lesson Learned?							
The impacts of changing contractors mid project can be extensive							
How could one identify a similar situation in the future?							
if there are delays in payment when works are completed or cash flow issues							
What behaviour is recommended for the future?							
Extraversion and Agreeableness are recommended as they will steer the team in the right direction							
Where and how can this knowledge be used later in this current project?							
this knowledge can be used if the new earthmoving contractor goes into administration and a subsequent contractor has to be engaged.							
Where and how can this knowledge be used in a future project? in case future project sponsors go in administration							
Who should be informed about this Lesson Learned: (check all that apply)							
☐	Executive(s)	☒	Project Manager(s)	☐	Project Team(s)	☒	All
☐	Other: New contractor						
How should this Lesson Learned be disseminated? (check all that apply)							
☒	E-mail	☒	Intranet/Web site	☒	Tip Sheet/FAQ		
☐	Library	☐	Others:				

14. Sam has asked you to write the tender proposal for the new contractor. Complete the template below which will be used to advertise for a new contractor.

Guidance:

- a. The requirements of the contractor will be covered in the Project Plan.
- b. The contractor is expected to be a replacement for the existing contractor with no changes to scope.
- c. The tender proposal will be used to gather relevant information as well from potential contractors.

Request for Tender
Introduction to Awesome Landscapes: Awesome Landscapes is the Premier landscaping organisation in the Cascade Peak area, with having completed the landscaping work for most large projects in the area in recent years.
Tasks to be performed (You must list five (5)) a. Carpark Expansion b. Drainage Construction c. Install Granite Boulders d. Construct Weir e. Construct Channels
Selection criteria (you must list three (3)) The contractor must: a. Various Earthmoving Plant b. Civil Construciton Knowledge c. Landscape Knowledge
Budget: This is a fixed cost project at \$37,200.
Please send your completed tender application to Awesome Landscapes by e-mailing Sam Ng, sam.n@awesomelandscapes.com.au.

15. Develop a Procurement Management Plan to ensure clarity and understanding between stakeholders and achievement of project objectives. Complete the Procurement Management Plan template below.

Guidance:

- You will find much of this information in the communication and procurement plans of the Project Plan.
- Evaluate these plans and recommend improvements to ensure clarity and understanding between stakeholders and the achievement of the project objectives.

Procurement Management Plan			
Project Name	Cascade Peak Chalets Landscaping Project		
Prepared by	Ivan Sladojevic		
Date	12/12/2020		
Identify types of contracts being used:	N/A		
Independent estimates required?	Yes	☐	No ☒
	If yes, who will prepare?		
	By when?		
Actions that Project Management Team can take independent of Procurement Department: Outline the project deliverables in as much details as possible to accurately define the proposed works			
Source of standardized procurement documents, if needed: Section 9 of the project plan. as well as Appendices 32 and 33			
How will multiple providers be managed? Awsome Landscapes operates as a service provider and has two project managers			
How will you coordinate Procurement with the following aspects of the project?			
Scheduling	WBS in accordance with appendices 32 and 33 will be managed by the PM and site supervisor		
Performance reporting	To ensure steering committee is kept informed of the progress the PM will create these report. Will occur immediatley after a change request. Will be on a standart template. Lessons learnt will be evaluated. and all reports will be signed off by the project sponsor		
Human Resources	PM will resource the works appropriatly. Will need a site supervisor and contractors with 4 landscape laborers		
Other(s)	Cost parameters to complete the works		

16. You have received these [Responses](#) (Username: *cstclearner* Password: *CstcPty@123*) from three (3) potential contractors.

All three (3) have filled in the tender application form. This includes addressing the selection criteria, highlighting the qualifications and capabilities of their staff, highlighting their available timeframes, and conflict of interest declarations.

One of the responses includes a declaration of a conflict of interest. Sam has advised he will need to seek senior management approval to deem whether the contractor will be allowed to work in the project.

He has asked you to develop a plan outlining how the conflict of interest can be managed. In this light, write your recommended management plan to deal with this conflict of interest.

Your plan must be of 150 – 200 words in length.

This management plan applies to all awesome landscape staff including any contractors collectively referred for the purpose of this management plan. This management plan outlines the principles applying to perceived, potential and actual conflicts of interest as well as ensuring conflicts of interest are managed appropriately. This management plan assists staff to engage with ethical questions of conflict of interest as they arise and to be conscious of the impacts of decisions with respect to any perceived, potential or actual conflict of interest.

Categories of Conflict of interest

A potential conflict of interest arises where a staff member has an interest or obligation, whether personal or involving a third party, that has the capacity to develop a conflict with the staff member's duties/responsibilities with us

A perceived conflict exists where it could reasonably be perceived, or give the appearance, that a competing interest could improperly influence the work related decisions/activities of a staff member.

An actual conflict involves a direct or real conflict between a staff member's duties and responsibilities to the University and a competing interest or obligation, whether personal or involving a third party

17. From the three (3) suppliers who have responded to the tender proposal in Case Study Question 16, select a preferred contractor.

Write a recommendation indicating your preferred contractor and explain your reasoning for selecting this contractor.

Your recommendation must be of 100 – 200 words in length.

Guidance:

In selecting a preferred contractor, take into consideration whether the contractor's fit the set criteria. You must also consider the work health and safety (WHS) requirements of the project.

The appropriate contractor to select would be Goding Contracting. This is because they specialise in landscaping and have extensive experience within the cascade peaks shire council. Goding Contracting also are available to start on the 7th on January. They are on excellent terms with council, and as Cascade peaks shire council are a key stakeholder, this would be a positive with the transition of contractors. They possess all the necessary tickets and their workforce have appropriate skills for the works to be completed.

Although ADF has the appropriate skills and qualifications, there is a conflict of interest between the sponsor and the company and would be able to start on the 7th of January which would cause further delays

Earthworks unlimited have no conflict of interest and can start on the 7th, however Goding have greater qualifications in regards to the environmental sensitivity aspect within cascade peaks shire council

18. You have been provided with the following contract template. The original contract with J.P. Digging was not very good and upon seeking legal advice, Sam has asked you to create a new contract for the new contractor from scratch.

The aim of this exercise is twofold:

- a. To have a standard contract template for all future projects.
- b. To have a watertight contract for the new supplier.

Populate the fields containing the preamble and the schedules of the contract.

All dates must be in 20xx, where 20xx is the current year.

CONTRACTOR AGREEMENT

20/06/2020

Goding Contracting - ABN 234 567 657

Dear **Michael Classon**

Contractor Agreement

This letter sets out the terms of the agreement between **8th August 2020** and **12th March 2021**

In this letter, words in **bold type** (other than headings) have the meaning described in section 11 at the end of the letter.

1 PERIOD OF ENGAGEMENT

1.1 Term

The **contractor** will supply the **services** to the **company** from **8th August 2020** to **12th March 2021** unless the engagement of the contractor to provide the services is terminated earlier in accordance with this **agreement**.

1.2 Termination by the company

Subject to paragraphs 1.4 and 9.1, the company may terminate the contractor's engagement by giving the contractor one month's written notice

of its intention to do so. The company may require the contractor not to perform the services during that notice period.

1.3 Termination by the contractor

Subject to paragraph 1.4 if the contractor wishes to terminate its engagement, it must give one month's written notice to the company. The company may require the contractor not to perform the services during the notice period.

1.4 Payment in lieu

If either the contractor or the company gives notice of termination, the company may terminate the contractor's engagement by making payment in lieu of that part or all of the notice period during which the contractor is not engaged.

2 BASIS OF ENGAGEMENT

2.1 Other contractors and employees

In addition to the consultant, the contractor may engage such other persons as required, whether as employees, contractors or otherwise, to perform the services provided each of those persons is suitably qualified and capable of performing the work the contractor directs or engages them to perform.

2.2 Consultant's equipment

The contractor will provide the consultant with the requisite equipment to provide the services at the contractor's expense (unless a prior arrangement is made in writing with the company).

3 FEE

3.1 Amount

Subject to paragraph 3.3, the company will pay the contractor a **fee** of **\$150,680** for providing the services.

3.2 Payment

The company agrees to pay the fee by instalments monthly in advance subject to:

- (a) the contractor performing the services satisfactorily; and
- (b) receipt of a tax invoice from the contractor for the relevant period.

3.3 Early termination

If either the company or the contractor gives notice of termination under paragraphs 1.2 or 1.3, the company is only liable to pay a prorated amount of the fee proportionate to the period the agreement is on foot.

4 GOODS AND SERVICES TAX

4.1 Calculating GST

Consideration payable by the company to the contractor under this agreement:

- (a) stated as a figure, is stated exclusive of **GST**; or
- (b) described (by a formula or otherwise), is described and must be calculated without regard to GST.

4.2 Payment of GST

Where this agreement requires the company to pay consideration for a **supply** then, on presentation of a **tax invoice** by the contractor to the company, the company will simultaneously pay to the contractor:

- (a) the money payable under this agreement; and
- (b) the **GST amount**.

5 DUTIES AND OBLIGATIONS

Throughout the period of the contractor's engagement under this agreement, the contractor must:

- (a) faithfully carry out its responsibilities as specified in this agreement to the best of its ability;
- (b) observe all lawful requests made by any person authorised by the company; and
- (c) ensure that the policies of the company as notified to it are followed.

6 WARRANTIES AND INDEMNITY

6.1 Warranties

The contractor warrants that:

- (a) the contractor:
 - (i) is exclusively entitled to perform work in the course of providing the services under this agreement; and

- (ii) is entitled to enter into this agreement and to grant the rights granted to the company under this agreement.

6.2 Indemnities

The contractor indemnifies the company against all actions, proceedings, suits, claims and demands made against it in connection with:

- (a) the provision of services under this agreement;
- (b) any breach of the contractor of any of the warranties made in paragraph 6.1; or
- (c) any of the warranties made in paragraph 6.1 not being complete, true or correct,

and against all liabilities, losses, damages, costs and expenses (including full legal expenses) suffered by the company as a consequence.

7 CONFIDENTIALITY AND INTELLECTUAL PROPERTY RIGHTS

7.1 Ownership

The contractor acknowledges and agrees that the company owns:

- (a) all intellectual and industrial property rights in any **confidential information**, whether tangible or intangible and whether in documentary or computerised form and in any modifications and enhancements to that information;
- (b) any **inventions** or **works** absolutely and without further payment to the contractor.

7.2 Obligations

The contractor:

- (a) must immediately disclose to the company (and to no other person) all the details of any inventions or works;
- (b) irrevocably assigns to the company all of the contractor's present and future right, title and interest in all inventions and works;
- (c) consents to the works being changed, copied, edited, added to, taken from and/or adapted in any manner or context by the company and any person authorised by the company to do so, for any purpose whatsoever notwithstanding that such conduct may amount to derogatory treatment of the works within the meaning of the Copyright Act 1968;

- (d) must, both during and after the term of this agreement, do all such acts and things as the company may reasonably request to secure to the company ownership or registration rights in the inventions and the works, and the contractor grants to the company the right to use the contractor's name to obtain any protection of the inventions and works; and
- (e) must not, both during and after the term of this agreement, engage in any conduct which may damage the company's intellectual property rights.

7.3 Obligation

Subject to paragraph 7.4, the contractor must maintain in confidence all confidential information and ensure that the confidential information is kept confidential.

7.4 Exceptions to confidentiality

The contractor may reveal confidential information that:

- (a) it is required by law to disclose, in which case it must immediately notify the company of the requirement and must take lawful steps and permit the company to oppose or restrict the disclosure to preserve, as far as possible, the confidentiality of the confidential information; or
- (b) is in or enters the public domain for reasons other than a breach of this agreement by the contractor.

7.5 Survival of obligation of confidentiality

The obligation under paragraph 7.3 will survive the termination of this agreement.

8 RESTRAINT

8.1 Obligation

In order to protect the company's goodwill and confidential information, the contractor will not during any **restraint period** in any **restraint area** by any means whatsoever directly or indirectly:

- (a) attempt in any manner to persuade a **client** to cease dealing with or to reduce the dealings which that client has customarily had or contemplated having with the company;
- (b) attempt in any manner to persuade any employee or contractor of the company with whose skills and abilities the consultant has

become familiar in the course of the contractor's engagement under this agreement to cease providing services to the company and/or to provide services to the contractor or another person; or

- (c) use or attempt to use confidential information for any purpose other than for the purposes of the company or in any manner that may injure or cause loss to the company.

8.2 Operation of restraint

Each covenant contained in paragraph 8.1 resulting from each restraint period and each restraint area constitutes and is to be construed and will have effect as a separate, distinct, severable and independent provision from each other covenant (but cumulative in overall effect) and paragraph 10.2 will apply.

8.3 Acknowledgment

The contractor acknowledges and agrees that, without prejudice to any other remedy the company may have, the company will be entitled to injunctive and other equitable relief to prevent or cure any breach or threatened breach of paragraph 8.

9 TERMINATION WITHOUT NOTICE

9.1 Events of termination

If at any time during the contractor's engagement by the company the contract:

- (a) commits any act involving fraud, deceit or dishonesty (whether in relation to the company or otherwise);
- (b) becomes bankrupt or commits any act of bankruptcy;
- (c) is convicted of any criminal offence carrying a maximum penalty of not less than 12 months' imprisonment;
- (d) dies;
- (e) persistently neglects the affairs or business of the company;
- (f) refuses or fails to comply with any lawful request, made by any person authorised by the company;
- (g) engages in misconduct; or
- (h) is unable to properly perform the essential elements of the Services whether as a result of illness, accident or otherwise;

then the company will have the right to terminate this agreement immediately, without prejudice to any other claim, right or remedy which the company may have against the contractor.

9.2 Deliver up

Immediately upon the termination of this agreement the contractor must deliver to the company:

- (a) all documents and other things which relate to the business or affairs of the company or otherwise recording confidential information; and
- (b) all things belonging to the company or in respect of which the company has rights of ownership, including computer equipment, mobile phones and other communication equipment, keys, security cards, cab charge cards and vouchers.

10 GENERAL

10.1 Entire agreement

This letter constitutes the entire agreement between the contractor and the company regarding the matters set out in it and supersedes any prior representations, understandings or arrangements made between the company and the contractor, whether orally or in writing.

10.2 Severance

If any paragraph or any part of any paragraph in this letter is in any way unenforceable, invalid or illegal, it is to be read down so as to be enforceable, valid and legal. If this is not possible, the paragraph (or where possible, the offending part) is to be severed from this agreement without affecting the enforceability, validity or legality of the remaining paragraphs (or parts of those paragraphs), which will continue in full force and effect.

10.3 Waiver

If the contractor or the company delay in exercising any right under this agreement, that does not constitute a waiver of that right, nor will any waiver (either wholly or in part) of any particular right operate as a waiver of the same or any other right.

10.4 Governing law and jurisdiction

- (a) The laws applicable in [insert applicable jurisdiction] govern this agreement.

- (b) The contractor and the company submit to the non-exclusive jurisdiction of the courts of [insert applicable jurisdiction] and any courts competent to hear appeals from those courts.

10.5 Set off

If the contractor owes money to the company or owes more than it is entitled to be paid by the company, the company may withhold the amount of the debt or overpayment from any amounts otherwise payable to the contractor.

10.6 Status, tax and insurance

The contractor:

- (a) will at all times supply the services to the company under this agreement in the capacity of an independent contractor, and not as an employee or agent of the company;
- (b) will be responsible for payment of any income tax payable on any monies paid to the contractor or to any person engaged by the contractor to perform the services under this agreement and indemnifies the company against any liability for deduction of such tax;
- (c) acknowledges that the company is not required to make any contributions to any superannuation fund in respect of the contractor providing the services under this agreement;
- (d) must maintain public liability insurance with a reputable insurer for an amount not less than \$20,000,000.

10.7 Assignment

The company may assign its rights and benefits under this agreement to any other person without the consent of the contractor, but must continue to comply with its obligations to the contractor under this agreement or cause the assignee to agree to perform those obligations.

11 DEFINITIONS

In this agreement:

client means, for the purpose of paragraph 8, any person who is or was a client of the company with whom, during the contractor's engagement, the contractor has or had dealings;

company means Awsome Landscapes;

a company policy means the policies of the company relating to performance of work;

confidential information includes, but is not limited to, all trade secrets, know-how and any other information confidential to the company that is disclosed to the contractor or acquired by the contractor during the course of the contractor's engagement under this agreement, which relates to the business affairs, clients or property of the company that are generally not available to the public or are not generally known in the industry in which the company operates, including (without limitation):

- (a) any information, record, specification, formula, patent, device, invention, method, technique or process that is owned by the company;
- (b) any methodology or system that the company has developed for its business;
- (c) any other information of the company relating to its services and products (offered or to be offered), research, development, marketing, pricing, clients and prospective clients, business methods, strategies, financial conditions, personnel, plans, policies or prospects;
- (d) any information relating to technical knowledge that the company may possess relating to projects and tenders undertaken by the company, including its strategies and pricing considerations;
- (e) any information relating to the business affairs of the company; and
- (f) any confidential information of any client of the company or third party obtained by the company on a confidential basis;

consideration means any amount of consideration, compensation, damages, indemnity, reimbursement, costs or other sum payable or to be provided under any provision of this agreement;

contractor means Goding Contracting ABN 234 567 567

fee means the fee payable under paragraph 3.1;

GST means any form of goods and services, value added, consumption, purchase, retail of similar tax calculated by reference to the price or value of a supply;

GST amount means the amount of money payable by the company under this Agreement multiplied by the rate from time to time at which GST law imposes or levies GST on a supply;

GST law means any law which imposes, levies, implements or varies a GST;

industrial laws means any applicable industrial award, enterprise agreement or industrial legislation;

input tax credit has the meaning given to it under GST law;

inventions means all inventions, discoveries and novel designs created in the course of the contractor's engagement under this agreement;

restraint period means each of the following periods commencing upon the commencement of the contractor's engagement and ending upon the expiry of each of the following periods after termination of the agreement:

(a) 3 months; and

(b) 6 months;

restraint area means:

(a) Australia; and

(b) [Student's own state/territory];

services means the services described in the Annexure;

supply means anything supplied, provided or performed for the purposes of this agreement which is taxable under GST law;

tax invoice means a tax invoice in the form and containing the information required under GST law for the purposes of collecting GST and obtaining an input tax credit; and

works means all works and other subject matter in which copyright exists which are created in the course of the contractor's engagement under this agreement.

Would you please signify the agreement of the contractor to the terms of this agreement as set out in this letter by signing and dating both copies and returning them to me.

Yours sincerely,

Kim Nguyen

For and on behalf of the company

Awesome Landscapes

.....

Signature of contractor

.....

Goding Contracting

.....

Date

SCHEDULES

THE SERVICES

Services means for the purposes of the agreement the performance of work during the term of this agreement in the course of the company carrying on its business, commensurate with the contractor's knowledge and experience, to assist in the delivery of the following services to the company and the clients of the company:-

- (a) provide advice to the clients of the company;
- (b) develop and manage, on behalf of the company, relationships with relevant clients of the company, contractors, workers and suppliers in a manner consistent with the objectives of the business;
- (c) attend on the premises of the company and its clients at such time as is necessary to deliver the services;
- (d) use best endeavors to meet the timetables and/or schedules of the company and its clients;
- (e) provide the company with reports (written and oral) regarding the provision of the services as may be reasonably required by the company;
- (f) use best efforts to further the company's business; and
- (g) all other lawful activities required by the company.

The specific services to be provided include:

[insert all services to be provided by contractor]

19. Sam likes the contract but would like to send it to his lawyer before getting it signed off. Why do you think he wants to do that?

All contracts should be examined, then seek advice from a lawyer regardless if sam fully understands the contract. The lawyer is trained to understand all ramifications of every part of the contract.

20. The new contractor has advised one of his employees is actually an independent subcontractor. What course of action do you suggest?

The independent contractor have have other works booked in / multiple crews to juggle, suggested course of action would be to plan the works and ensure their other works work around your project and they deidcate the appropriate crew to your job.

21. Sam has approached you to get your advice regarding getting the project back on track and minimise further impact of the issues identified to the project.

List five (5) actions that must be done to minimise the impact of the issues.

- a. Issue Contract out to Goding Contracting
- b. Issue contracts to the 2 new Landscapers
- c. Communicate all changes to the stakeholders
- d. resolve payment issue with JP Digging
- e. conduct close out meeting with JP digging to see where they are with assigned tasks

22. You have visited Sam and you noticed morale in the office seems to be very low at the moment.

He has asked you to provide him with an independent solution to the problem.

- a. Describe the causes of the poor morale.
- b. Provide advice to Sam regarding potential solutions to raise morale.
- c. How should the conflict be resolved?

- a. they cause of the low moral is the uncertanty within the current project. with a seemingly stable sponsor going to adminstration, 2 key laborers leaving for better works intersate.

- b. To raine moral in the team Sam could recognise the to date acheivments from the current staff, good communication to all team members on how the project will move forward, provide training opportunities for the current team, provide good working conditions and social gathers outside of work

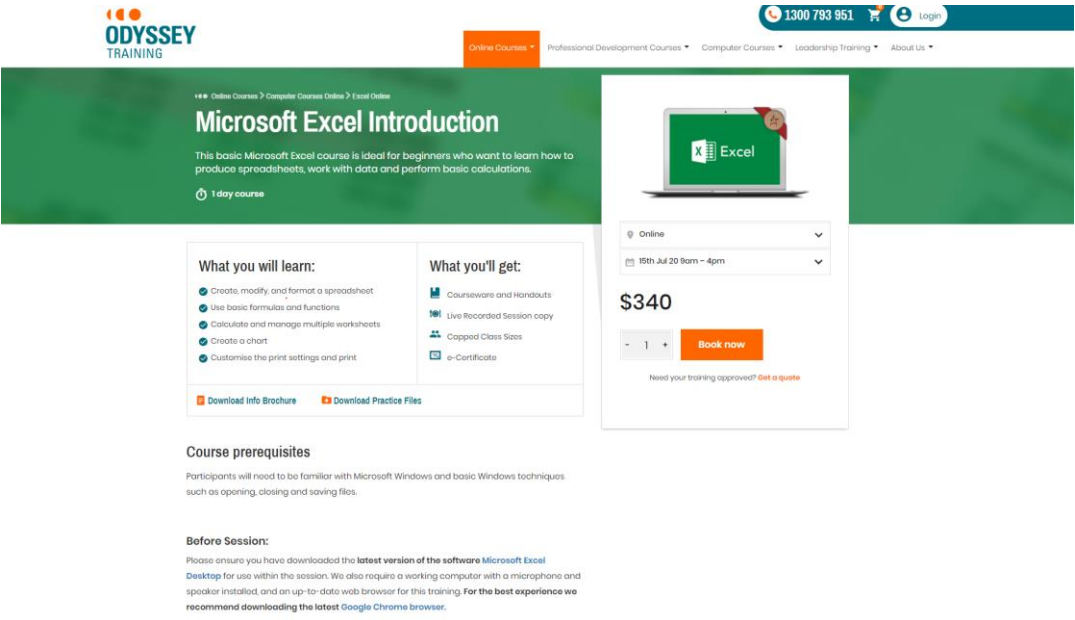
- c. to help resolve the conflict with in the team Sam should talk with the team and individually, focus on the event that is causing the conflict, listen carfully to their issues and problems. identify any points of agreement and or diagreement, build a plan to resolve the conflict and follow through with it, and build on that success.

23. Sam has mentioned to you that Andrew (the site manager) is having performance issues. Particularly, he has been having issues with his computer literacy, sending e-mail and using the Internet.

Sam is sending Andrew to Melbourne for some professional development at a landscape horticulture conference in three weeks' time, but he has asked you research a one- to two-day course that the site manager can attend to update his computer skills.

Research the computing courses available in Melbourne (preferably in or near the Central Business District) that he can attend.

- Provide a specific link to the site page containing all the details of the one- to two- day computer course(s); and
- Attach a screenshot of the site page containing all the details of the one- to two- day computer course(s)

Link to site page	https://www.odysseytraining.com.au/product-category/online/?campaignid=8995666935&adgroupid=93678025911&adid=427624582452&gclid=EAIaIQobChMik6_MwMWk6gIVyCMrCh1dog__EAAAYASAAEgJPzfD_BwE
Screenshot of the site page	

WORKBOOK CHECKLIST

When you have completed this workbook, please ensure you have completed all parts of it:

☒ **Written Questions**

☒ **Part 1 – Manage Project Human Resources**

☒ **Part 2 – Manage Project Procurement**

☒ **Part 3 – Manage Project Stakeholder Engagement**

☒ **Part 4 – Lead and Manage Team Effectiveness**

☒ **Case Study**

IMPORTANT REMINDER

Students must achieve a satisfactory result to ALL assessment tasks to be awarded COMPETENT for the unit relevant to this subject.

To award the student competent in the units relevant to this subject, the student must successfully complete all the requirements listed above according to the prescribed benchmarks.

End of Document