

**** For the purpose of this assessment, my responses will be based on a solar power installation project that is to be carried out later this year at a school ****	
1 Establish project	
1.1A. Identify, clarify, and prepare project initiation documentation.	<i>Refer to the document titled "Project Initiation Document (Proof for SBSPMG521)"</i>
1.1B. Identify relationship between the project and broader organisational strategies and goals.	<i>Being an educational establishment, it is critical that XX show good corporate, social and environmental responsibility. Solar power ticks a big box for environmentally conscious parents. XX is also continually looking for efficiencies and means to minimise overheads and solar power is a very effective means of reducing electricity overheads. XX also have a rolling schedule of facility upgrades and the significant cost savings from the installation of solar power will speed up those upgrades for the betterment of the entire school community (students, teachers, and other staff alike).</i>
1.1C. Negotiate and document project objectives, outcomes, and benefits.	<i>See the Project Initiation Document on the following pages of this document which shows these things.</i>
1.1D. Negotiate project governance structure with relevant authorities and stakeholders.	<i>Part of the project documentation will include details surrounding project governance including:</i> • <i>Ethical Behaviour – we will maintain objectivity in evaluating, selecting, and recruiting project team members, vendors and suppliers. No bias will be shown based on factors that are out of the parties control (e.g: race, gender). Privacy and confidentiality will be upheld at all costs.</i> • <i>Limits of Authority – ES Director (not me as the PM) will be required to sign off on all purchasing contracts.</i>
1.1E. Prepare and submit project charter for approval by relevant authorities.	<i>See the document titled "Project Charter (Proof for SBSPMG521)"</i>

2 Undertake project planning and design processes	
1.2A. Establish and implement a methodology to disaggregate project objectives into achievable project deliverables.	<i>A brainstorming session between me as the PM, Nigel as the CEC installer and the head electrician will be used to break down the project objectives into smaller "tasks." Trello will be used to document the objectives, tasks, and their interdependencies.</i>
1.2B. Identify project stages, phases, and structures – considering key requirements for stage completion against client requirements and project objectives.	<i>Stage 1 – Pre-Installation</i> <i>Phase 1 – Submission of application form to Ergon</i> <i>Phase 2 – Receipt of Ergon approval</i> <i>Phase 3 – Ordering of stock from suppliers</i> <i>Stage 2 - Installation</i> <i>Phase 1 – Installation of panels on the roof (to be done after school has finished for the year to minimise the risk of children entering the work area</i> <i>Phase 2 – Installation of inverter</i> <i>Phase 3 – Upgrade of the switchboard (to be done either on the weekend or early morning to minimise disruption to the school)</i> <i>Phase 4 – Power Quality testing</i> <i>Phase 5 – Connection of the panels and inverter to the switchboard</i> <i>Stage 3 – Commissioning & testing</i> <i>Phase 1 – Checking and taking photos</i> <i>Phase 2 – Inverter commissioning</i> <i>Phase 3 – Testing installation</i>

<u>Stage 4 - Finalisation</u> Phase 1 – REPQ testing and sign off Phase 2 – Power Quality testing Phase 3 – Submission of EWR to Ergon Phase 4 – Ergon changing meters over and turning the system on
1.2C. Analyse project management functions to identify interdependencies and impacts of constraints. <i>The PM functions of integration, scope, time, cost, quality, HR, communications, risk, stakeholders and procurement are inter-related and the progress/status of some will greatly affect others.</i> <i>Communication is the function that perhaps has the potential to have the most far-reaching impacts on all other functions – particularly HR, quality and time.</i> <i>Scope has to be clearly defined and communicated clearly to ensure workers knows that they are doing.</i> <i>Procurement must be started with enough lead time to ensure it doesn't impact the required time frame, meets budgets and quality requirements.</i> <i>Quality will greatly impact time and cost. If the quality isn't up to standard, re-work or material replacement would be required which will impact both time and cost of the project.</i> <i>HR processes and procedures will have a big on quality. If unqualified or inexperienced personnel are recruited, the quality and time frames may be affected. Similarly, if there are conflicts between workers (i.e: they just don't fit with the team), the impacts can be huge.</i> <i>Risk management can impact time (e.g: not being able to work outside in the rain will affect the time)</i>
1.2D. Develop a project management plan integrating all project-management functions with associated plans and baselines. <i>Refer to the document titled "Project Management Plan (Proof for SBSPMG521)"</i>
1.2E. Establish designated mechanisms to monitor and control planned activity. <i>A Gantt Chart would be created to document planned activities.</i>
1.2F. Negotiate approval of project plan with relevant stakeholders and project authority. <i>The plan will the presented to the stakeholders for their review and comments. Any comments and feedback will be taken into account and thoroughly analysed. If possible, practical and fair, the comments/feedback/changes will be adopted, but only AFTER being fully reviewed and analysed.</i>

3 Execute project in work environment
1.3A. Manage the project in an established internal work environment, ensuring effective work throughout the project. <i>The project will be managed through:</i> • <i>Planning (charter, project plan, communications plan etc...);</i> • <i>Demonstrating leadership (monitoring, encouraging, inspiring, acknowledging & rewarding efforts);</i> • <i>Communicating (to all stakeholders clearly, regularly and via the most appropriate channel as determined in the communications plan);</i> • <i>Team building (regular communication with the team, fostering good relationships);</i> • <i>Monitoring and managing time; and</i> • <i>Maintaining documentation throughout the entire project from pre-start to finalisation and completion.</i> <i>To ensure effective work, the progress must be constantly monitored and reviewed against the time frames, KPIs and quality standards.</i> <i>Spreadsheets, a Gant Chart and Trello will be utilised to help manage various aspects of the project.</i>
1.3B. Maintain established links to align project objectives with organisational objectives throughout the project. <i>Achieving the project objectives is the over-arching goal of the project and if they aren't achieved, the project is a failure. Similarly, achieving the organisational objectives of both ES and XX (such as maintaining a good working environment where moral is high, workplace safety, achieving budget and time frames etc...) throughout the project is fundamental to the success of the project and if they aren't achieved then the project could be deemed a failure.</i>

Listing the project objectives AND the organisational objectives in a simple one-page document that will be shared with all stakeholders and workers on site would ensure that everyone is aware of how the parties must work together to achieve the objectives of not only the project, but ES and XX as well.
Communication (with all stakeholders) will be the key to monitoring and maintaining the links between the project objectives and the organisational objectives of ES and XX alike.

1.3C. Within authority levels, resolve conflicts negatively affecting attainment of project objectives.

When conflict has been identified, it will be handled:

- a) QUICKLY;*
- b) In a manner to achieve a win-win for both parties.*

It is essential to determine the cause of the conflict (e.g: personal differences, lack of/unclear communication, insufficient leadership, unreasonable expectations).

The best way to identify the cause conflict is to talk to each party separately in the first instance – get each side of the story. This is also the ideal opportunity to seek their suggestions for a proposed solution. If the team member is involved in creating the solution, there is a must greater chance of it being successful.

A face-to-face meeting (mediation) between the PM and the conflicting parties will almost always lead to the best outcome and solution. At that meeting it would be important for the PM to show the parties how the conflict is impacting on the project.

Almost without exception, everyone wants to have their opinion heard, so coming to a solution through consultation and respectful communication will greatly increase the parties ownership and commitment to the implementing the solution and making it work.

After the “solution” has been implemented, it is critical to follow up with the parties to see if the conflict has been resolved or if it continues.

4 Manage project control

1.4A. Ensure project records remain updated against project deliverables and plans at required intervals.

Throughout the project I will be updating the Gantt chart and other documents to check off the progress of achieving the deliverables against the time frames.

These documents will be presented to XX at the weekly meetings as well as upon completion, so it is essential that they be kept updated.

1.4B. Analyse and submit status reports on project progress and identified issues with stakeholders and relevant authorities.

For this project, the Gantt chart will be the best way to show the progress of the project.

A Project Status Report would be completed to present to XX at the weekly meetings - See document titled “Project Status Report (Proof for SBSPMG521)”

1.4C. Analyse and submit impact analysis of change requests for approval, where required.

Depending on the impact of the change, the appropriate form from the list below will be completed and submitted to the stakeholders for approval.

“Cost Change Checklist (Proof for SBSPMG521)”

“Contract Change Checklist (Proof for SBSPMG521)”

“Project Change Checklist (Proof for SBSPMG521)”

“Schedule Change Checklist (Proof for SBSPMG521)”

1.4D. Maintain relevant project logs and registers accurately and regularly to assist with project audit.

The preparation of regular Project Status Reports and updating the Gantt Chart on a daily basis would assist with the auditing. The Change and Risk Registers would also be kept updated as the project progresses.

I would maintain a daily log with notes regarding conversations, meeting, progress, interactions, issues etc.

1.4E. Ensure associated plans remained updated to reflect project progress against baselines and approved changes.

Maintaining the Gantt Chart on a daily basis allows the comparison of progress against the baselines and forecasts. Similarly, maintaining the list of actual money in and outgoings against the budget, is critical to tracking the financial performance of the project.

Changes would be incorporated into all affected plans and documents as soon as they are approved so that the progress is being compared to the most current version of the project.

5 Manage project finalisation	
1.5A. Identify and allocate project finalisation activities.	<i>Project finalisation activities include:</i> • Site visit to ensure all tasks have been completed – Audit of Deliverables (to be carried out by Nigel & Leanne). • Payments made for supplier invoices (payments to be scheduled by ES Admin support staff and approved by Leanne). • Audit of actual results Vs planned results (to be carried out by Nigel & Leanne) • Archiving of documents (to be carried out by ES Admin support staff) • Handover of project deliverables (to be carried out by Nigel & Leanne) • Lessons Learnt review meeting with ES team members (to be carried out by Nigel & Leanne). • Meeting with XX to gauge their level of satisfaction “Customer Satisfaction Survey” (to be carried out by Leanne) OR independent agency contacting them to get their feedback about the entire project from initiation to completion.
1.5B. Ensure project products and associated documentation were prepared for handover to client in a timely manner.	<i>ES Admin support staff will be allocated 15 hours in the week following the completion of the project to prepare the handover documentation for the client (as well as the compliance documentation for the CEC)</i> <i>Those tasks will be included on the admin staff Daily Task List with the due date expressly conveyed to them. The admin staff will report to me on a daily basis as to the status of the tasks on their “Jobs Done Today” Email.</i>
1.5C. Finalise financial, legal, and contractual obligations.	<i>Financial – payment of supplier invoices, issuance of final invoice to XX, issuance of invoice to STC broker.</i> <i>Legal – submission of commissioning documentation to CEC.</i> <i>Contractual – provision of Certificate of Test to XX, provision of Owners’ Manual to XX, provision of training in the operation of the inverter to XX staff, sign-off by all parties on the Project Closure Form.</i>
1.5D. Undertake project review assessments as input to future projects.	<i>Staff evaluations would be carried out.</i> <i>We would run a Project Review meeting between myself, Nigel and the workers who were on sit, would critically analyse every aspect of the project (the workers would only be involved in reviewing the planning & execution of the project, not financial) searching for ways to improve. The meeting would also be a brainstorming session where we firstly identify what went well, what didn’t, WHY and what we can do better in the next project.</i> <i>The Lessons Learnt document would be populated and updated with the outcome of the Review meeting.</i> <i>The Budget would be reviewed – actual Vs projected</i>