



**SUCCESSION
TRAINING**

BSB51415 Diploma of Project Management



Integration 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 assessment validation.	1.0
18 October 2018	Version 1.01 Change to Practical Assessment	1.01

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ASSESSMENT WORKBOOK COVERSHEET

WORKBOOK:	Workbook 5
TITLE:	Integration Management
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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 :Paul Russo

Signature: 

Date: 1/3/22

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 appointed as a project management consultant advisor to the project team at Awesome Landscapes Pty Ltd. Specifically you are required to provide independent advice on seeing their current project through the entire life cycle.

You have already provided advice to them in the previous four workbooks.

The project manager has advised the project is now complete, and is about to archive all the project documentation.

Your task is to evaluate the supplied project documentation and to ensure all due diligence has been completed.

You will need to compare the project plan with the previous version to ensure it is ready for closure.

[Project Charter version 4 \(.pdf\)](#)

[Project Plan version 4 \(.pdf\)](#)

[Project Gantt Chart version 4 \(.mpp\)](#)

[Project Gantt Chart version 4 \(.pdf\)](#)

[Project Network Diagram version 4 \(.pdf\)](#)

(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. Sam has asked to you check the Project Plan for anything that is missing. He has been very busy but appears to have done all the necessary finalisation of the plan ready for sign off.

He has mentioned the final report or lessons learnt documentation has not been included, and the project archiving checklist have not been completed either. You will be assigned to complete these later.

Examine the Project Charter (version 4) and Project Plan (version 4) and identify four (4) things that are missing.

Guidance:

- a. Assume the Project Gantt Chart and the financial figures in the summary/detailed costing tables are up to date as these have already been audited. Also remember this final project plan is in draft, and will not be signed off until the final acceptance meeting in a few days' time.
- b. Take note of the following:
 - i. Version control.
 - ii. The updates from the project in the other workbooks you have completed in previous workbooks.
 - iii. Check the project archiving checklist for everything that should be included

- | |
|--|
| <ol style="list-style-type: none">a. The repair of slip damage has not been included in Appendix 1 - WBS. This should have been updated after it was identified that there was damage due to the stoppage in the project.b. Statement of work (Appendix 33) not completed for new earthmoving contractorc. The project charter has not been updated to include any details regarding the new earthmoving contractord. Appendix 11 - Organisation chart has not been updated with the resignation of two landscapers, as well as the appointment of two new landscapers. |
|--|

2. Sam is in the process of developing a set of Lessons Learnt Documentation for the project.
 - a. Access and review the four (4) previous workbooks you have completed and derive three (3) different lessons learnt throughout the project.
 - b. Document each lessons learnt using the Lessons Learnt Documentation Template provided. Use one template for each lessons learnt.

Lessons Learnt Documentation Template 1

Project Name	Cascade Peak Chalets Landscaping Project
Prepared by	Paul Russo
Date	4/9/17
Project Manager	Sam Ngueyn
Lessons Learnt Number	1
Lesson Learned Proposed Name:	Repair of works due to wet weather
Project Team Role:	Project Manager
Process Group*	
☐ Initiating ☐ Planning ☒ Executing ☐ Controlling ☐ Closing	
Specific project management process being used:	
Implementation	
Specific practice, tool or technique being used:	
Quality management/control	
What action was undertaken?	Repair of erosion to site & purchase of additional plants
What was the result?	Additional time required to repair erosion & purchase of additional plants
What might have been a more preferred result?	No repairs required to site. No purchase of additional plants.
What might have created the more preferred result?	If there were better erosion & sediment controls in place to protect the works from extreme weather. A resource to be deployed to look after the plants during the project shutdown.

What is the specific lesson learnt?	
While it is acknowledged that these issues were primarily caused by the insolvency of the project sponsor and the contract was amended for time & cost, these items could have still been avoided and time could have been saved which would allow Awesome Landscapes to finish the project earlier. As the works progress, time needs to be allowed to adequately protect the works from inclement weather events. This could be in the form of erosion & sediment fences etc. The plants should have been tended to in the greenhouse during the project shutdown. Even though the sponsor had been placed into insolvency, the plants should have been monitored.	
How could one identify a similar situation in the future?	
If a client/project sponsor goes into administration, this is the trigger for consideration to be given to tasks/works which have been complete and may require protection until the project is back up and running.	
What behaviour is recommended for the future?	
Tasks are to be allocated specifically for protection of works against inclement weather	
Where and how can this knowledge be used later in this current project?	
N/A as the project is completed at the time of completing this lessons learnt.	
Who should be informed about this Lesson Learnt:	
☐ Executive(s)	☐ Project Manager(s)
☐ Others	☐ Project team (s) ☒ All staff
How should this Lesson Learnt be disseminated?	
☒ E-mail	☐ Intranet/Web site ☒ Tip Sheet/FAQ ☐ Library
☐ Others	

Lessons Learnt Documentation Template 2

Project Name	Cascade Peak Chalets Landscaping Project
Prepared by	Paul Russo
Date	4/9/17

Project Manager	Sam Nguyen								
Lessons Learnt Number	2								
Lesson Learned Proposed Name:	Staff Training & Capability								
Project Team Role:	Project Manager								
Process Group*									
☐	Initiating	☒	Planning	☐	Executing	☐	Controlling	☐	Closing
Specific project management process being used:									
Planning									
Specific practice, tool or technique being used:									
Human resource management - learning & development strategies									
What action was undertaken?	Andrew (site supervisor) not having the IT skills required for e-mail & internet access								
What was the result?	This affected his reporting abilities								
What might have been a more preferred result?	Andrew possessing the IT skills so that he could undertake his project reporting in a short timeframe.								
What might have created the more preferred result?	If Andrew had completed an IT course prior to the project commencing.								
What is the specific lesson learnt?									
Ensure that staff have undertaken adequate training for their specific role.									
How could one identify a similar situation in the future?									
Prior to a project commencing, a review of staff capabilities for their specific role is to be completed to identify any gaps in knowledge.									
What behaviour is recommended for the future?									
Thorough review of each staff member's knowledge & capability. Training to be completed if any gaps in knowledge are identified. It is essential this occurs prior to the project commencing.									
Where and how can this knowledge be used later in this current project?									
N/A as the project is completed at the time of completing this lessons learnt.									
Who should be informed about this Lesson Learnt:									
☐	Executive(s)	☐	Project Manager(s)	☐	Project team (s)	☒	All staff		
☐	Others								

How should this Lesson Learnt be disseminated?			
☒	E-mail	☐	Intranet/Web site
☐	Others	☐	Tip Sheet/FAQ
		☐	Library

Lessons Learnt Documentation Template 3

Project Name	Cascade Peak Chalets Landscaping Project
Prepared by	Paul Russo
Date	4/9/17
Project Manager	Sam Nguyen
Lessons Learnt Number	3
Lesson Learned Proposed Name:	Earthmoving contractor leaving the project
Project Team Role:	Project Manager
Process Group*	
☐	Initiating
☒	Planning
☐	Executing
☐	Controlling
☐	Closing
Specific project management process being used:	
Planning	
Specific practice, tool or technique being used:	
Human resource management - procurement	
What action was undertaken?	J.P. Digging's contract was terminated due to mutual agreement between them & the new project sponsor
What was the result?	Awesome Landscapes needed to hire a new earthmoving contractor
What might have been a more preferred result?	J.P. Digging to remain on the project
What might have created the more preferred result?	If adequate background checks had been completed on the contractor
What is the specific lesson learnt?	
During the tender process, detailed background checks need to be completed on all prospective tenderers to identify if they have had any issues/historical conflict with project sponsors on previous projects	
How could one identify a similar situation in the future?	
Review the historical performance of prospective tenderers to see if there have been any issues/conflict with sponsors.	

What behaviour is recommended for the future?				
Undertake detailed background checks on all prospective tenderers				
Where and how can this knowledge be used later in this current project?				
N/A as the project is completed at the time of completing this lessons learnt.				
Who should be informed about this Lesson Learnt:				
☒	Executive(s)	☒	Project Manager(s)	☐
			Project team (s)	☐
☐	Others			
How should this Lesson Learnt be disseminated?				
☒	E-mail	☐	Intranet/Web site	☐
		☐	Tip Sheet/FAQ	☐
☐	Others			

3. Sam has asked you to write the final report for the project. Complete the final report using the template below, assuming the things missing from the project plan in the question above have been included.

Guidance:

- Access and carefully review the project documentation you were provided with along with the case study scenario and populate all the fields with the required information.
- Provide a date that is later than the last date in the Project Gantt Chart version 4.
- Assume that this report will be submitted to Terrence Mackay, Stephen Lyons, Kate Chan, and Kim Nguyen.
- Provide a brief summary of the project in terms of the four project constraints (Scope, Cost, Time, and Quality).
- Provide a detailed summary of the project covering the functions of project management listed below. Further guidance is provided for you within the template.

Project Name:	Cascade Peak Chalets Landscaping Project
Prepared by:	Paul Russo
Date:	4/20/17
Project Summary	
Scope (What was included and excluded)	

Inclusions:

Stage 1 - Pre-building

- Removal of vegetation in areas cleared & replanting/maintaining the plants for replanting in stage 3
- Supply and delivery of all vegetation removal equipment and tools.
- o Supply and erection of covered building to store and grow native plants collected from areas being cleared.
- o Irrigation, potting and chemicals for maintenance of plants.
- o Separation and disposal of weeds from native plants.
- o Ensuring the ongoing health of large plants and trees left in the ground
- Access roads through the existing forest for builders to access each building site.
- o Supply and delivery of all excavation equipment and vehicles.
- o Removal of soil and storage in designated location on site for use for landscaping.
- o Supply and laying of road gravel along temporary access roads.
- o Building an unsealed car park at the front entrance

- Retaining walls to provide stability around the buildings

Supply and delivery of granite boulders and all other raw materials used for retaining walls.

- o Construction of retaining walls.
- o Insertion of soil into retaining wall areas from excavations.
- o Compacting of soil behind retaining walls as required for foundation work.

Stage 2 - Building Support

- Monitoring the building site for erosion, subsidence or other environmental issues.
- o Managing any erosion or subsidence in the land where chalets are being built.
- o Maintaining the road access to the chalets.
- o Monitoring trees and other vegetation not removed.
- Excavation for incoming utilities (electric cable, water supply, etc.)
- o Digging channels as per plans and installer requirements.
- o Filling in and compacting channels once utilities installed.
- o Ensuring surface infrastructure for utilities remain clear and uncovered.
- Excavation of sewerage and septic system
- o Excavation of holes for septic tanks.
- o Excavation of channels for sewerage pipes.
- o Filling in and compacting channels and holes once sewerage and septic system has been installed.
- o Ensuring surface infrastructure for sewerage and septic systems remain clear and uncovered
- Maintaining the plants removed in stage 1
- o Supply of all chemicals and equipment needed to maintain the plants.
- o All maintenance of the green houses.
- o Maintenance of all plants.
- o Removing weeds and pests as required.

- Repair of slip damage

Stage 3 – Planting and Landscaping

- Diversion of stream and creation of water channels through resort in between the chalets
 - o Construction of stream channels as per plan.
 - o Supply and delivery of granite boulders for landscaping and ground stability around the stream channels.
 - o Excavation of channels diverting water from main stream.
 - o Construction of weir system used to divert water.
 - o Construction of drainage system to return water to main stream downstream from chalets.
 - o Testing and troubleshooting

- Conversion of most access roads into landscaped walking paths.
 - o Expansion of car park along main road.
 - o Removal of access road gravel and laying over car park.
 - o Sealing of car park over gravel.
 - o Restoration of soil around old access roads.
 - o Construction of stone paved walking paths between chalets as per plan.
 - o Compacting and ensuring no erosion or subsidence risk.

- Erection of signage around resort
 - o Erecting signs provided by marketing project.
 - o Concreting and additional landscaping around signs.

- Detailed landscaping around chalets and paths.
 - o Soil surface preparation.
 - o Additional boulders placed in landscaping.
 - o Removal of all weeds in resort

- Planting of native plants removed in stage 1 plus additional native plants back into landscaped areas to blend in with forest.
 - o Planting of all healthy native plants removed in stage 1.
 - o Purchasing and delivery of additional native plants to fill the gaps.
 - o Planting additional plants.

Exclusions

Stage 1 – Pre-building

- Removal of vegetation in areas being cleared and replanting/maintaining the plants for replanting in stage 3.
 - o Sourcing and maintenance of any additional native plants to be planted at the end of the project.
 - o Removal of trees (these will remain in the ground, and buildings will be erected around them).
 - o Planting of new trees.
- Access roads through the existing forest for builders to access each building site.
 - o Sealing of roads or car park.
 - o Maintenance of main road up the mountain to the resort property.
 - o Construction of any foot paths.
 - o Construction of any bridges, culverts.
 - o Construction of any electrical services (e.g. street lighting, power access to chalet sites, etc.).
- Retaining walls to provide stability around the buildings.
 - o Construction of foundations.
 - o Planting around retaining walls.

Stage 2 – Building Support

- Monitoring the building site for erosion, subsidence or other environmental issues.
 - o Monitoring and maintaining partially and fully constructed buildings.
 - o Monitoring and maintaining the main road.
 - o Creation of additional retaining walls.
 - o Onsite security (this is provided by the chalet development project).
 - o Any building, decorating or furnishing of the chalets.
- Excavation for incoming utilities (electric cable, water supply, etc.).
 - o Installation of utilities.
 - o Installation of service points at either road or chalet end.
 - o Provision or delivery of utility raw materials or installation equipment.
 - o Testing of the utilities (this will be done by the building contractors when the cables and pipes have been laid, but before they are buried.
 - o Weather damage.
- Excavation of sewerage and septic system.
 - o Installation of pipes and tanks.
 - o Construction of septic system buildings or other infrastructure.
 - o Provision or delivery of pipes and tanks.
- Maintaining the plants removed in stage 1.
 - o Purchase and maintenance of additional native plants to replace any that had perished.
 - o Removal of additional plants or weeds from the building sites.

Stage 3 – Planting and Landscaping

- Diversion of stream and creation of water channels through resort in between the chalets.
 - o Nil
- Conversion of most access roads into landscaped walking paths.
 - o Construction of any roads within the resort.
 - o Construction of any hand rails (this will be done by builders in the chalet development project once we have finished developing the paths.
- Erection of signage around resort.
 - o Sign design or sign writing.
- Detailed landscaping around chalets and paths.
 - o Any pot plants to go around or inside chalets.
 - o Development of any ongoing maintenance plan.
- Planting of native plants removed in stage 1 plus additional native plants back into landscaped areas to blend in with forest.
 - o Purchase, delivery of planting of any exotic species.
 - o Development of any plant maintenance plan.

Cost (Budget vs. actual)

Initial budget of \$444,253

Actual - \$514,892

Time (Estimate vs. Actual)

The resort was estimate to open on 11/3/17

The resort will open on 12/4/17

Project Report Submitted to:

Name: Terrence Mackay	Title: General Manager Cascade Peak Hotel Pty Ltd	Date: 4/20/17
Name: Stephen Lyons	Title: Planning Manager - Cascade Peak Shire Council	Date: 4/20/17
Name: Kate Chan	Title: Project Manager - Timber Home Construction Ltd	Date: 4/20/17
Name: Kim Ngueyn	Title: Director - Awesome Landscapes Pty Ltd	Date: 4/20/17

Analysis of Project

Guidance:

- a. *Process Review* - Describe all of the processes used during the planning, implementation and closure stages.
- b. *Lessons Learnt* - Describe what went right and or what went wrong and how effective were the management and the processes you used. If necessary, state how you overcame any problems.
- c. *Recommendations* – Make recommendations as a result of the lessons learned.

Scope
Process Review Scope management plan which detailed inclusions & exclusions completed & updated throughout project life, taking into consideration all change requests. Project scope completed as per original contract inclusions. 3 x change requests were completed throughout the project. Changes to scope as follows: - Additional of 3 x retaining walls and services to additional units as per updated site plan - Change of project sponsor which resulted in additional tasks to repair damaged works & replace plants lost during project closure Project plan details all requirements for project handover. Project plan has been updated to account for all changes throughout the life cycle in preparation for project sign off.
Lessons Learnt Awesome Landscapes overall has responded quickly & efficiently to the numerous changes of scope, particularly the change in project sponsor which is a significant & rare event in projects like this.
Recommendations Ensure that risks specifically related to the project sponsor changing are included in future projects.
Time
Process Review Time management plan completed in project plan outlining the 3 phases that the project is to be delivered in (Phase 1 - Pre-building, Phase 2 - Building Support, Phase 3 - Planting & landscaping). The project commenced on Friday 27th July (one week earlier than the original planned date due to change request 1). The additional time required to complete tasks is detailed & updated in Appendix 4 of the project plan. Milestones were updated in the project plan as a result of change request 2. The project was completed on 12 April 2017 as a result of change request 2 & 3.
Lessons Learnt Additional time required for protecting works from erosion
Recommendations Tasks are to be allocated specifically for protection of works against inclement weather. This will result in time saved later and unexpected disruptions.
Cost

Process Review

Planning: A cost management plan was completed in the project plan at the commencement of the job. This detailed the budget, estimating methodology, confidence level, contingency, source of funds & cash flow.

Appendix 8 contained the detailed project cash flow of the project. This highlighted from the onset that there was an issue with cash flow after change request 1. As such, the commencement of tasks which were not on the critical path were delayed to reduce expenditure at the front end of the project. Appendix 6 contained a detailed summary of costings per project phase.

Awesome Landscapes were initially being paid \$550,000 to complete the project. Due to the appointment of a new project sponsor (change request 2), an extra \$100,000 was paid to Awesome Landscapes to complete the project.

Lessons Learnt

Appendix 8 - Project Cash Flow was not updated to account for change requests 2 & 3. It is acknowledged that there is a note acknowledging that CR2 had not been included however, once the revised costings were identified the cash flow should be updated. It is critical that this is completed so that Awesome Landscapes can determine whether or not cash flow will be an issue for the remainder of the project as a result of the changes.

Recommendations

Ensure that the project cash flow is updated after each change request/as soon as possible once the new costings have been established.

Quality

Process Review

The project plan includes a quality management plan which provides a high level overview of the quality requirements of the project. This includes the Cascade Peak Shire Council Regulations, applicable building regulations and all quality assurance measuring tools. Appendix 9 & 10 (quality plan & analysis tool) also detailed out the specific quality requirements for each activity.

Council sent an auditor to inspect the construction on a monthly basis. Prior to the Council audit, an internal audit was conducted on the completed landscaping work at the end of each stage. This was conducted by the project manager as part of their allocated project management duties.

QC audit task 61 was completed - clearing of all equipment & waste by the Project Manager. The final audit conducted by Council was also noted as task 61 - Final evaluation of landscaping on site, including the removal of equipment and waste.

Lessons Learnt

The initial quality plan in the project plan was quite weak in regards to cost management. It is imperative that it contains a lot of detail at the beginning of the project as it will position the project for success.

Recommendations Ensure that the quality plan contains an extensive amount of information on cost management. This should include the following objectives & criteria: Meeting with contractual requirements, paying invoices on time, ensuring invoices are sent out in time, ensuring financial reporting is done on time, inclusion of a calendar of when payments are due & a comparison of actual cash flow against projected cash flow.
Human Resources
Process Review Stakeholder analysis template completed which identified all stakeholder needs. Resource requirements & staffing management plan completed. 2 x landscapers left Awesome Landscapes due to the uncertainty of the project future after Massive Eco Corporation went into administration. 2 x new landscapers (Karen Pearce & Aaron Barben) were hired after careful consideration & analysis of their CVs against the project requirements. Updated contract agreements were provided. Massive Eco Corporation went into administration. Cascade Peak Hotel took over the project. Final project meeting to occur with stakeholders/steering committee.
Lessons Learnt Ensure that staff have undertaken adequate training for their specific role. Andrew (site supervisor) did not have the correct IT skills to be able to perform his reporting role.
Recommendations Thorough review of each staff member's knowledge & capability. Training to be completed if any gaps in knowledge are identified. It is essential this occurs prior to the project commencing.
Communications
Process Review Organisational structure was set out in the project plan, section 7.1. Appendix 11 contained the formal organisation structure of Awesome Landscapes. This also contained the subcontractor companies. All issues with the project team members & contractors are to be initially dealt with by the project manager. The PM would then report these issues to the director during their weekly meetings. Any serious issues were escalated further for resolution. The project plan was updated to note that issues regarding the new project sponsor (Cascade Peak Hotel) were to be escalated to directly to the director of Awesome Landscaping. Final project meeting will occur with the steering committee to review the project documentation.

Lessons Learnt

When Cascade Peak Hotel took over the project, it was identified early (and prior to the re-commencement of the project) that J.P. Digging & Cascade Peak Hotel did not have a good relationship. This can be attributed to proper communication between J.P. Digging & Awesome Landscapes which highlighted the issue early. If they hadn't highlighted this, the project would no doubt have grinded to a halt. This is a positive lessons learnt.

Recommendations

Ensure that this communications management plan is emulated for future projects

Procurement

Process Review

Contracts were produced for the subcontractors. There was no contractor selection process as all subcontractors had a strong working relationship with Awesome Landscapes. Statements of work for the two subcontractors were provided in Appendices 32 & 33.

Implementation - Contract administration was undertaken by the project administrator, reporting to the project manager.

Closure - The project administrator completes all due diligence and advises the project manager when these are complete. The work results guidelines template in appendix 40 of the project plan is filled out.

Lessons Learnt

J.P. Digging's contract was terminated during the project due to the change in project sponsor/client. This was due to a poor previous working relationship with

Recommendations

During the tender process, detailed background checks need to be completed on all prospective tenderers to identify if they have had any issues/historical conflict with project sponsors on previous projects. This may have affected the decision to use J.P. Digging which may have helped avoid the situation.

Risk

Process Review

A risk management plan was completed in section 8 of the project plan which included, constraints, assumptions, potential issues & risk. The appendices contain numerous risk management processes that were used for the planning, namely a SWOT analysis (appendix 23) & risk brainstorming session worksheet (appendix 26) the participants of which were key personnel on the project.

The risk identification SWOT analysis for the project was updated on 15/12/16 to take into account the numerous changes on the project, namely the change of project sponsor and the new earthworks contractor that was required as a result. The risk brainstorming worksheet was also updated to account for new risks as a result of those changes.

The SWOT analysis is also a useful tool which will provide input for lessons learnt for Awesome Landscapes for future project.

Lessons Learnt

The issues register had not been completed in the project plan for an extensive period of time after the issues had actually occurred. It is important that the issues register is kept up to date in a timely fashion.

Recommendations

Ensure that the issues register is completed immediately after an issue arises.

Project Integration

Process Review

The project charter & project plan was completed prior to commencement of the project which provided a road map for the project manager to deliver the project. The charter was used for authorization of the project (signed by Terrence Mackay) and documented initial requirements, strategies & goals to satisfy the stakeholder's needs & expectations. It provided a high level overview of the project.

The project plan was also completed which covered the ten functions of project management. The plan was approved by all relevant stakeholders to authorize the project. It also contained an extensive list of supporting appendices which contained detailed documentation related to all aspects of the project. The plan was updated throughout various stages of the project life cycle, particularly in response to the 3 x change requests. These were as follows:

- 1) Addition of three new retaining walls & increase in cost of road gravel.
- 2) Massive Eco-development corporation replaced by Cascade Peak Hotel as project sponsor
- 3) New excavation contractor & two new landscapers included. Additional costs for site damage & replacement plants covered for.

Project final closure report completed to provide a complete overview of all the processes used throughout the project, inclusive of lessons learnt documentation which can be utilised by Awesome Landscapes for future projects.

Lessons Learnt

The project plan did not contain a list of lessons learnt from previous projects which could have been useful for this project. If these had been included, then risk response plans for a lot of the issues which occurred on the project could have been developed, potentially thwarting the issues.

Recommendations

Ensure that the project plan contains a list of lessons learnt from previous similar projects (not just issues encountered on this project).

4. Sam has approved the report in the above question to be distributed. He has also updated the project plan following your advice. Now he is ready for the project closure meeting. He has assigned you the task of organising this meeting.

Answer the questions that follow.

a. Who will attend this meeting? Guidance: List the attendees by name, job title, and organisation).
Terrence Mackay - General Manager - Cascade Peak Hotel Pty Ltd Stephen Lyons - Planning Manage - Cascade Peak Shire Council Kate Chan - Project Manager - Timber Home Construction Ltd Kim Nguyen - Director - Awesome Landscapes Pty Ltd Sam Ng - Project Manager - Awesome Landscapes Pty Ltd
b. What information will each person need before the meeting?
Each member will be provided with relevant performance reporting (noted in section 1.4 of the project plan) and the project completion report along with all lessons learnt documentation.
c. Which documents (and which version number of each document) will need to be printed off for the meeting?
Project Completion report - Version 0 Project Plan - Version 5 Project Archives Checklist - Version 0 Formal acceptance and closure - Version 0
d. Which of these documents will require signatures?
Project completion report, project plan and formal acceptance and closure
e. Who will need to sign off on these documents?

The project steering committee - see question A for members.
f. Do you believe the project objectives aligned with the objectives of Awesome Landscapes throughout the entire project life cycle? Explain your answer.
Yes the project objectives aligned with the objectives of Awesome Landscapes. According to Awesome Landscapes' mission statement, they strive 'to have an AWESOME environmental friendliness, where possible using native plant selections suited to the local climate to minimise ongoing maintenance'. This is aligned to the project objective number 5 - complete the planting & landscaping to ensure the resort blends in perfectly with the natural forest. Another of Awesome Landscapes' Mission Statement is to 'be an AWESOME leader in the field of large scale landscaping development'. The Cascade Peak Chalets Landscaping project has been completed & fits the description of a large scale landscaping development.
g. What needs to be done after the meeting to complete the closure of the project?
Each member of the steering committee takes their copy of the project completion documentation for their own archiving. Upon payment of the final contract payment, all project documentation is to be archived. The project archive checklist found in Appendix 44 must be printed off and checked off as each piece of project documentation is archived in both hard & electronic copy. The hard copy documentation (charter, plan, reports, change requestes etc) must be scanned into the network. The hard copy files must be filed in the archiving compactors at Awesome Landscaping Pty Ltd. The electronic files must be stored in the archival hard drive (Q:/) under a separate folder clearly identifying the project name and date of archiving.

WORKBOOK CHECKLIST

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

☒ **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.

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