

BSBPMG517 – Practical Tasks

1.1A, 1.2C

Yes, we had a meeting prior to starting Emma's bathroom renovation project.

The meeting was with Russ the director, Emma the customer/ sponsor and myself the project manager.

Topics discussed were

- SWOT Analysis
- Risk brainstorming / analysis/ priorities
- Standards of work

This then gets put into the project plan documentation.

1.1B, 1.1C, 1.2C, 1.2D, 1.3A

1. Risk of structural damage behind wall linings leading to extra works not in scope.

Likelihood is occasionally

Consequence is major

Risk rating is very high

Control measure put in place is administrative to ensure we get paid for any extra works done.

The customer is aware that no allowances have been made to rectify structural damage.

If there is structural damage the customer is aware there will be additional scope, cost and time required to complete the project and this has been detailed in the contract.

The residual risk rating for not getting paid for possible extra works regarding structural damage is Low.

2. Delays due to wet weather

Likelihood is unlikely

Consequence is moderate

Risk rating is moderate

Control measure put in place is administrative to allow 2 days slack in the rare case of inaccessible roads due to flooding, however going of historical data, it is the driest time of the year, so rain is not predicted.

The residual risk rating is low

1.2A

Residual Risk

Very high – immediate action required, project manager to contact director immediately

High – action is required in the short term, project manager to reduce risks to moderate otherwise the director is to be notified

Moderate – responses need to be identified and risks monitored

Low – monitor by routine procedures

1.2B

The structural damage behind wall linings went from being a threat to being an opportunity for more work.

The residual risk rating went to Low so the director would not need to be informed.

The risk of delays to wet weather went from being a threat to being an opportunity for an extra 2 days slack on the program.

The residual risk is low so the director would not need to be notified, it would be monitored through routine procedures.

1.3B, 1.3C, 1.3 D

1. Risk of structural damage behind wall linings leading to extra works not in scope.

Person responsible for determining the structural damage is the carpenter, they are to report to the project manager prior to rectification. The project manager will then liaise with the customer prior to rectification.

Agreed responses:

- Avoidance – by documenting in contract
- Mitigation – by completing the possible extra scope at an extra cost
- Acceptance – we have the resources to complete if this is the case

2. Delays due to wet weather

Person responsible for monitoring the risk of delays due to wet weather is the project manager, they are to report to the customer in the rare case of delay.

Agreed responses:

- Avoidance – by completing the project during the driest time of the year
- Mitigation – by allowing 2 days slack on the program in the rare case of flooding
- Acceptance – if it does rain and flood for more than 2 days then we will have to reassess the program at that moment in time as we cannot control the weather.

1.4A

Yes, formal risk reviews are completed weekly to maintain currency. This has been set up as a re-occurring task in calendar.

Yes, for example we were working on a large commercial project and the steel fixers had a lot of work to complete in a 2-day window. Only 2 steel fixers arrived to site but I estimate the need for 4 steel fixers for 2 days = 64 hours. This now means that day 2 is going to need 6 steel fixers otherwise the schedule may fall behind.

The project manager calls the director of the steel fixing company (who he had been dealing with at the pre tender meeting) to find out what the story was and to re-iterate the importance of extra labour the following day.

1.4B

Risk of steel not being installed on time leading to delay in program

Likelihood is almost certain the steel would not be completed on time if things carried on the same.

Consequences to program is major as we could lose a day for steel which then changes the following trade dates which could lead to further delays i.e., concreters, concrete delivery, concrete pump etc.

Risk is very high.

Control measure - After contacting the steel fixing director, he promised to have extra staff the following day and it will be complete as per program.

Residual risk is Moderate

1.4C

Yes, changes are updated and implemented.

The project plan is also updated but not sent out into a formal change request as the changes are minor, we will wait until we have more changes before we send out.

1.5A

Yes, review is done after each project.

The most recent project being Emma's bathroom renovation which did have major structural damage due to termites.

This led to a further \$10 000 in our scope of works which we were then paid for and the customer was happy as the possibility of this issue occurring was raised before commencing the project.

Because of effective communication with the customer, they felt they got value for money.

If we did not have the discussion at the start of the project, it may have been assumed that the structural repairs were included in the contract and the customer may not have had accessibility to the extra funds leading to us not being paid and an unhappy customer.

This disclaimer is now put into all our renovation contracts as a \$10 000 loss would be a lot on a small project like Emma's bathroom.

1.5B

An issue we did encounter was the stone bench top had a scratch on it.

When we asked the stone contractor, they said it was not like that when they finished.

There were 4 other contractors in the room since the stone was installed and they all denied scratching the stone.

So luckily the stone contractor agreed to come out of good will and polish the scratch out.

In future, part of the QC process. The project manager is to inspect the stone after installation and sign off on a tick list saying it is acceptable with photos. Progressive checks are then to be made to ensure after each trades work there is no damage.