

BSBPMG515 MANAGE PROJECT HUMAN RESOURCES

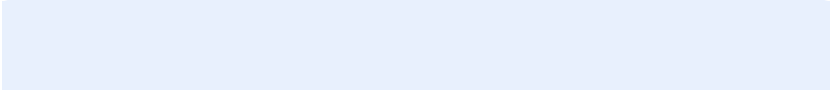
PRACTICAL ASSESSMENT INSTRUCTIONS

- The following practical assessment will require the participant to complete work related activities.
- Observations will be conducted of the participant's work to determine whether they display sufficient practical skills and knowledge.
- Please fill in the details below, providing your name, signature and date of assessment.
 - Your signature acknowledges that the assessor provided clear instructions and the participant understood what was required to complete this assessment.
- The assessor may substitute a Practical Task with another task of equal value.
 - Alternate tasks must be fully documented by the assessor.

Participant name Christine Marcek

Participant signature 

Assessor name _____

Assessor signature 

Date Click here to enter a date.

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

ASSESSOR COMMENTS

BSBPMG515

MANAGE PROJECT HUMAN RESOURCES

Practical Task 1		
Description of task: A suitable observer is to verify the participant's ability to manage human resources related to projects – including planning for human resources, implementing personnel training and development, and managing the project team. These tasks may be simulated or real. The participant is to gather evidence of how they have completed each component of the Practical Task, which is to be submitted with this Practical Assessment sheet. The observer is to provide detailed comments on the tasks completed by the participant. The assessor is to verify the observer's comments in the Assessor Comments section, and provide the Practical Assessment outcome on the front cover of this document.		
Resources required: Project documentation, Personnel documentation.		
Assessment of task		
Name of participant:	Christine Marcek	
Name of observer:	Ravi Prasad	
Role of observer (Confirm suitability to sign)	National Environment & Sustainability Manager	
Email address of observer	Ravi.Prasad@seymourwhyte.com.au	
Signature of observer:		
Date:	29/09/2020	
When completing the task, did the participant:		Tick if satisfactorily completed. Provide comments if left unticked.
1 Plan human resources relevant to projects		
1.1A. Determine resource requirements for individual tasks to establish required project personnel levels and competencies.	☒	
1.1B. Establish project organisation and structure to align individual and group competencies with project tasks.	☒	
1.1C. Allocate personnel to the project to meet planned work outputs throughout project timeline.	☒	
1.1D. Apply human resources management (HRM) methods, techniques and tools to support engagement and performance of personnel.	☒	
2 Implement project personnel training and development		
1.2A. Negotiate, define and communicate clear project role descriptions.	☒	
1.2B. Identify, plan and implement ongoing development and training of project team members to support personnel and project performance.	☒	
1.2C. Measure individuals' performance against agreed criteria and initiate actions to overcome shortfalls in performance.	☒	
3 Lead project team		
1.3A. Implement processes and take action to improve individual performance and overall project effectiveness.	☒	

1.3B.	Monitor and report, for remedial action, internal and external influences on individual and project team performance and morale.	☒
1.3C.	Implement procedures for interpersonal communication, counselling, and conflict resolution to maintain a positive work environment.	☒
1.3D.	Identify and manage inter-project and intra-project resource conflict to minimise impact on achievement of project objectives.	☒
4 Finalise human resource activities related to projects		
1.4A.	Disband project team according to organisational policies and procedures.	☒
1.4B.	Identify and document human resource issues and recommended improvements.	☒
The participant's performance was: ☒ Satisfactory ☐ Not Satisfactory		

OBSERVER COMMENTS

Christine discussed the project development phases beginning with tendering, where core project teams are established and must meet both home organisation and client requirements with regard to skills and qualifications. These core teams are often contractually required to not change, and Christine discussed how forward planning must be undertaken particularly when multiple projects are being tendered. We discussed a current situation concerning two projects in NSW – one smaller one that has been awarded and another larger one with award pending (and delayed by two weeks). The team for the smaller project cannot be confirmed until the larger project has been awarded – a number of personnel are required to work on the larger project, however if award is not successful, they can be allocated to the smaller project. Additional recruitment for both projects will not be required unless the larger project is successful. Christine and I discussed the impacts this is having on the smaller project (skeleton staff during early works phase, lack of ability to commence building team culture etc) as well as the benefit of having an internal Talent Manager to keep leads on prospective new employees warm in the event of successful award of the large project.

Christine further described project commencement which at SWC is a Quality process outlined within procedure SWC-QP-100 Project Launch (Att 1) and further detailed in SWC-QP-100.20 Project Start Up Checklist (Att 2) in which section 4.1.1 requires the development of an organisation chart (Att 3).

In terms of staff allocation of tasks, Christine also referenced the Project Management Plan section 4.6 (Att 4) which specifies the workplace relation management plan requirements, in particular the development of position descriptions and competency matrices. Christine was able to describe the need for project managers to understand project scope in order to be able to build a team with the required skills, providing an example where a Safety Manager with previous dam experience was specifically selected and included from tender phase when the company commenced a tender for the first dam project (historically a roads and bridges company). Christine was able to articulate how the inclusion of someone with previous experience was crucial in assessing risk and identifying potential areas of opportunity from very early on, and also assisted in building rapport with the client.

Christine discussed the ongoing development and management of project teams, and was able to describe how the Project Launch Workshop (Att 5) aimed to clearly consolidate and communicate both project and company goals to the project team and ensure the minimum standards (including behaviour and outputs) were known and agreed from the outset. Christine described how the project manager was then responsible for maintaining the momentum created during this process, and for ensuring the project team remained engaged and focussed on delivering the project objectives.

Christine was able to outline possible hurdles such as staff struggling with working away from home, conflicts with construction methodology between team members and gaps in technical knowledge. Christine described possible remediation solutions to these issues and was also able to outline the performance management process, clearly describing from a standard annual review perspective as well as when having to apply from a performance management perspective. Christine was able to provide specific examples of performance management processes as applied to performance issues (issue identification, identification of areas for improvement, SMART goal development, tracking and feedback) and also performance development perspective (goal identification, mapping pathways, identification of training needs etc). We discussed the evolution of the performance management process at SWC which has moved from being paper based to online and the format changes that have occurred.

Christine was able to step through the project completion process, referencing sections within SWC-QP-180.10 Project Completion Checklist (Att 6) that apply to resource management (sections 1.5 & 2.8). We discussed the inevitable difficulties experienced as projects approach completion, such as voluntary departure of staff to new projects, or company directed removal of staff for allocation to new projects. Christine discussed the benefit of effective influencing tactics in retaining staff and noted strong leaders who demonstrate throughout the project duration a genuine care factor for their teams will be more likely to retain staff. We discussed corporate planning impacts and the need for accurate forecasting of project schedules and adequate resource planning. Christine noted issues and improvements can be documented within SWC-QP-180.20 Project Completion Report (Att 7).

1 Plan human resources relevant to projects

Att#1: SWC-QP-100 Project Launch procedure extract

6.8 **Project Resourcing**

The PM will ensure appropriate resources are engaged to provide meaningful outcomes on the project within the SWC systems being implemented.

6.8.1 **Staffing Allocations**

The PM shall meet with the GMO/HRM to confirm the availability of the personnel nominated in the AOCW or agree alternative staff and resolve any additional support staff required to deliver the project.

The PM shall establish the project specific conditions applicable for each member of staff and complete Notices of Transfers for existing staff to be engaged on the project, in accordance with Human Resource Procedures.

In the event new staff are to be recruited to fill positions the PM shall coordinate suitable candidates with the HRM and GMO.

Att#2: SWC-QP-100.20 Project Start Up Checklist extract

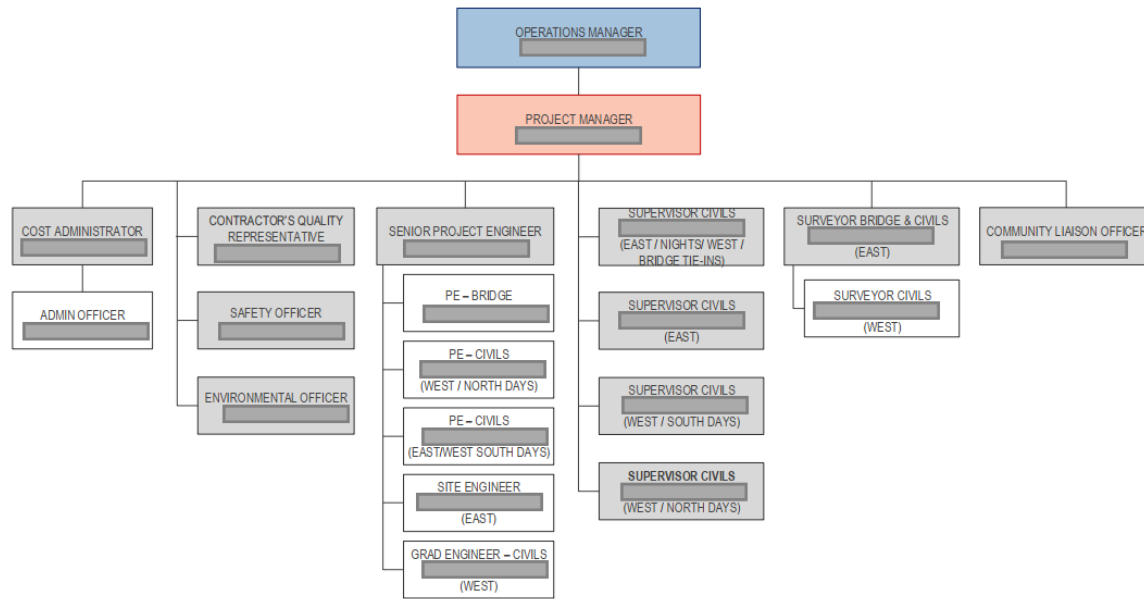
4 Project Team					
4.1	General				
4.1.1	Appointment of key staff to project / Org chart matches in Project Management Plan	-	PM	☐ - Yes	/ /
4.1.2	Identify requirements and arrange for staff accommodation and travel as required	-	PM / PE / CA	☐ - Yes ☐ - N/A	/ /
4.1.3	Complete as necessary Human Resources "Notice of Transfer" forms	SWC-HRP-080.20 SWC-HRP-080.30	PM	☐ - Yes ☐ - N/A	/ /
4.2	Authorities				
4.2.1	A Project Authority Limits (PAL) form has been fully completed and filed with the Project Management Plan	SWC-QP-130.110	PM	☐ - Yes	/ /
15 Human Resources / Industrial Relations / Training					
15.1	Current Human Resources suite of Policies posted	-	PM / PE / SE	☐ - Yes	/ /
15.2	Identify workforce requirements	-	PM / SPE	☐ - Yes	/ /
15.3	Identify working hours, working periods, RDOs if applicable	-	PM	☐ - Yes	/ /
15.4	Arrange for industry inductions as required	-	PM / SPE / SEC	☐ - Yes	/ /
15.5	Arrange for project specific inductions as required	-	PM / SPE / SEC	☐ - Yes	/ /
15.6	If applicable, availability and quality of local labour checked (labour hire organizations etc)	-	PM / SPE	☐ - Yes ☐ - N/A	/ /
15.7	If applicable, initial accommodation requirements arranged for staff	-	PM / SPE / CA	☐ - Yes ☐ - N/A	/ /
15.8	HR / IR risks and opportunities identified on the Risk and Opportunity Register	-	PM / SPE	☐ - Yes ☐ - N/A	/ /
15.9	Training				
15.9.1	Training needs identified and arranged (including separate Training Management Plan if a contractual requirement)	-	PM / SPE / SEC	☐ - Yes	/ /

Att#3: Project Organisational Chart extract:

SCHD-3280 | DEPARTMENT OF TRANSPORT AND MAIN ROADS



ORGANISATIONAL STRUCTURE



SCHD-3280 | DEPARTMENT OF TRANSPORT AND MAIN ROADS

VERSION 6/14 JUNE 2016

Att#4: Project Organisational Chart extract:

4.6 Workplace Relations Management Plan (WRMP)

Sound and compliant human resource management principles are paramount to the success of the project. These principles will apply to all work areas and to all personnel employed on the project including sub-contractors, staff and wages personnel.

The WRMP *has been* developed to provide consistent and compliant systems and processes for the management of human resources and industrial relations on the project. The WRMP *addresses* human resource activities and functions including but not limited to;

- policy and protocols to manage employment;
- development of Position Descriptions (PD's) and competency matrices;
- performance reviews;
- employee recruitment, induction, retention, development and training (which may include a sub-ordinate project Training Plan);
- employee grievance and counselling processes;
- The principles of equal employment opportunity (EEO) and equal opportunity for women in the workplace;
- the Federal or State awards that are likely to cover SWPBJV and its subcontractors in the carrying out of the Contract Works;
- code compliance;
- union right of entry;
- dispute management; and
- Industrial agreements.

SWC Safety - Project Start-Up

This page is dedicated to providing guidance to project teams during the commencement of their projects. The early stages of the project often have many issues to resolve with limited resources and personnel, but decisions made and effort put in early are critical to ensuring the safe and efficient delivery of the project.

Seymour Whyte have developed a procedure (**SWC-QP-100 Project Launch**) and various forms to guide this process to assist project teams.

Project Start up Checklist (SWC-QP-100.20)

This form outlines the required steps (from the various business functions) that the project team is required to undertake / consider at the commencement of the project after receiving the letter of Award for the project. There are various personnel noted as having responsibilities in this checklist, and the Project Manager has ultimate responsibility for this form being completed.

Project Launch

The Project Launch is process to ensure a definitive, consistent and informative launch of the project. This process incorporates systems training requirements, project delivery requirements and workshops to determine strategy for delivery. Depending on a number of factors such as the size of the project and the systems experience of staff members, some stages may be modified or not be needed at all. This is determined by the PM in consultation with the various Functional Managers. Below are all the stages of the project launch, with details on the Safety / Environmentally focussed elements.



Stage 3 - Individual Systems (Databases) Training

This stage identifies and delivers the systems training for the team required to have an intimate knowledge of particular systems or databases.

Stage 4 - Mock Court

A Mock Court is held to give the team a taste of the reality of when things go wrong, and the company is facing questioning in a courtroom. These events are held by an external organisation (Mock Court International) and focus the teams attention on the legal aspects associated with safety and environmental issues. For more information regarding the Mock Court process see this page: [Preparing for the Mock Court / Risk Workshop](#).



Stage 5 - Project Launch Workshop

This primary focus of this stage is to start development of the Project Risk Register (SWC-SOP-011.10) which specifically addresses safety and environmental risks. Included are safety and environmental impacts on the client's workplace or other entity workplaces (eg, businesses) within the project boundaries and the proposed HIRAC components for control. This workshop involves all primary stakeholders including the client and primary providers.

PROJECT COMPLETION CHECKLIST

Page 1 of 2

Project Name: Project No: **Checklist** (mark and date when completed or mark as N/A, space for comments under each item)

	Form	Completed	Date
Phase 1.0 – Prior to Demobilisation Commencing			
1.1 Demobilisation Plan completed (if required) (PM) 	-	☐ Y ☐ N/A	/ /
1.2 Operation, Commissioning and Maintenance Manuals produced (as applicable) (PM) 	-	☐ Y ☐ N/A	/ /
1.3 Final CCTV inspections completed on all drainage works (PM) 	-	☐ Y ☐ N/A	/ /
1.4 Plant Department notified of availability of plant (PM) 	-	☐ Y ☐ N/A	/ /
1.5 Human Resources notified of staff movements (PM) 	HRP-080.10 HRP-080.20	☐ Y	/ /
1.6 Project Completion Survey sent to Client (PM) 	SWC-IC-040.30	☐ Y ☐ N/A	/ /

Phase 2.0 – At Practical Completion / Demobilisation

PROJECT COMPLETION REPORT

Page 1 of 3

Project Name: Project No:

1 Project General

1.1 Executive Summary

1.2 Project Team (extra rows can be inserted)

Name	Role	Referee	
		Name	Phone