

BSB51415 Diploma of Project Management



Human Resource Management

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Version control & document history

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5 May 2016	Version 1.0 produced following Training Package update	1.0
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ASSESSMENT WORKBOOK COVERSHEET

WORKBOOK:	Workbook 3
TITLE:	Human Resource Management
FIRST AND SURNAME:	Haydon Hall
PHONE:	0433691676
EMAIL:	haydonjohnhall@gmail.com

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: Haydon Hall

Signature: H.Hall

Date: 28.03.21

WRITTEN QUESTIONS

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 the human resource plan is the process of identifying and documenting project roles, responsibilities and required skills, reporting relationships, and creating a staffing management plan. Human resource planning is used to determine and identify human resources with the necessary skills required for project success.
Acquire project team	Acquiring the project team is the processes of confirming human resource availability and obtaining the team necessary to complete project assignments. The project management team may or may not have direct control over team member selection because of collective bargaining agreements, use of subcontractor personnel, matrix project environment, internal or external reporting relationships, or other various reasons.
Develop project team	Developing the project team is the process of up-skilling, improving team interaction and team environment. Overall, this will improve project performance. Project managers should obtain skills the knowledge to identify, build, maintain, motivate, lead and inspire project teams to increase performance and achieve project success.

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.

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.

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
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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	Provide funding for the project - usually the owner	To receive a quality product, in their desired timeframe	Provide funding when required and take over the project on completion
Project manager	Ensuring the project deliverables are met.	To ensure the project is supported, as required, by the project sponsor and senior management.	To ensure that the project is delivered in effectively in a timely and efficient matter.
Project team member(s)	Responsible for the deliver of individual tasks along with support to team members.	That the project manager is appropriately communicating and supporting tasks.	To completed the tasks required to finish the project.
Contractors	Responsible for the deliver of individual tasks along with support to team members.	That the project manager is appropriately communicating and supporting tasks.	To completed the tasks required to finish the project.

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 not aware of the project or its outcomes. If sufficient effort is expended in identifying stakeholders, your projects should ideally not have stakeholders who are unaware of the project or its potential benefits and impacts.
Resistant	The stakeholder is aware of the project but does not support it. These stakeholders are aware of the project, of its potential impacts but are resistant to change. Stakeholders classified at this engagement level can seriously jeopardise the project deliverables. It is all the more problematic if the stakeholders who are resistant are also those who have a high power or influence over the project.
Neutral	The stakeholder is ambivalent about the project and its outcomes. Stakeholders having this level of engagement are aware of the project but are neither supportive nor resistant. In most scenarios, not much will be required to be done here except when the neutral stakeholders have been identified as having high power or influence over the project.
Supportive	The stakeholder feels favourable about the project and its outcomes. Stakeholders are aware of the project and are supportive of changes. This should be the desired engagement level of most stakeholders.
Leading	The stakeholder is actively engaged in promoting the project. Stakeholders are aware of the project and its potential impacts and are actively engaged in ensuring the success of the project. Stakeholders with high influence on the project should ideally reach this level of engagement

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

- presentation skills
- negotiating
- writing skills
- public speaking

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

- Incorrect or misleading content.
- Missing reports.
- Stakeholder complaints.
- Untimely 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.

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

Select all that apply.

X	a. Relationship: Try to engender trust with the stakeholders. Seek out networking opportunity.
X	b. Remember, they are human: Operate with an awareness of human feelings.
X	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.
X	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.
X	f. Understand what success is: Explore the value of the project to the stakeholder.
X	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.
X	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.
X	j. Plan it: Time investment and careful planning against it, has a significant payoff.

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. Positive group dynamics help teams get things done more efficiently and effectively, as evident in the constructive discussion for synergy and sharing of information. Judgements and decisions made from the decision making processes within the group represent each member better. Through discussion, questioning, and collaboration, project team members can identify complete and robust solutions and recommendations.

- b. There are also certain factors in a group that negatively impact team performance. These include diffusion of responsibility, wherein team members tend to feel less accountable for outcomes for group decisions; weak leadership leading to a lack of direction within the group, power struggles, or a focus on the wrong priorities; groupthink, wherein people place a desire for consensus above their desire to reach the right decision. This prevents people from fully exploring alternative solutions, and freeriding, wherein some group members take it easy and leave their colleagues to do all the work.

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

Selection criteria	The ideal candidate must: - have a minimum of 2 years experience as a landscaper. - strong knowledge of local vegetation - high attention to detail - have the ability to work within a team or on their own - good stamina and physical health - uphold neat presentation and personal hygiene at all times - machinery licenses a benefit but not necessary
Salary and superannuation details	\$18.00 per hour plus leave and superannuation entitlements as required by legislation
Employment conditions	Hours of work - standard hours Monday - Friday 7am -3pm with the possibility of overtime as required. Leave - includes annual leave, personal/carers leave, compassionate leave, community service leave and parental leave. Public holidays - employees are entitled to gazetted public holidays. Accommodation to be provided
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.

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

Guidance:

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

Date	Deliveries
3-5 August 2016	Delivery of all landscaping equipment and the glasshouse
3-6 August 2016	Delivery of road gravel
9-10 August 2016	Delivery of all onsite vehicles for the project
27 August - 1 September 2016	Delivery of all granite boulders

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.

- | | |
|----|---|
| a. | Resource pool description template
detailed resource allocation
organisational chart |
| b. | As this will be a change to the Project plan, this must communicated to all members in the steering committee - General manager of cascade, director of Awesome Landscapes, Project Manager for Awesome Landscape and Timeber Construction company, stakeholders form council |
| c. | Changed documentation is examined at a face to face meeting by Terrence Mackay (General Manager, Cascade Peak Hotel) and then to the Site supervisor which is then forwarded to the team. |

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.

J.P. Digging has completed all phase one works and some of the phase two works.

The amount paid for phase 1 was \$26,950

J.P Digging has also completed some works in phase two,

Total amount owing = \$ 19 000

All payments will be subject to an audit on previous payments to ensure that no payments have already been made.

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.

x	a. Contract variation
	b. Post implementation review
x	c. Audit
x	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										
Prepared by: Haydon Hall										
Date: 18.12.2016										
Lesson Learned Number: 01										
Lesson Learned Proposed Name: Incomplete works left by old contractor (J.P Digging)										
Project Team Role: Manage and minimise project outcomes and deliverables.										
Process Group:*		Initiating		Planning	x	Executing	x	Controlling	x	Closing
Specific Project Management Process Being Used:										
Specific Practice, Tool or Technique Being Used:										
What was the action undertaken?										
Previous project sponsor went into administration, a new project sponsor has now been appointed due to previous experience with J.P digging and the new sponser the contract has been terminated.										
What was the result?										
Contract with J.P digging was terminated and a new contractor must be selected.										
What might have been a more preferred result?										
Original contractor completing the project and regaining a rapport with the new sponser										

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))

- Completing of access road
- removal of boulders
- construction of roads
- construction of pathways
- planting the plants and trees

Selection criteria (you must list three (3))

The contractor must:

- Contractors to mid jan to mid april to meet project deadline
- Ticketed operator Competnent and VOC
- Operators and workers to have to be Council inducted

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	Haydon Hall			
Date	14.12.2016			
Identify types of contracts being used:	N/A			
Independent estimates required?	Yes		No	x
	If yes, who will prepare?		N/A	
	By when?		N/A	
Actions that Project Management Team can take independent of Procurement Department: All procurement is to be done by the project management team				
Source of standardized procurement documents, if needed: All tender and procurement documentation				
How will multiple providers be managed? Site supervisor to manage all contractors on site				
How will you coordinate Procurement with the following aspects of the project?				
Scheduling	Consultation with project management team this will be required during the initial negotiation and contract signing stage this in turns should be reflected on project program and gantt chart site supervisor to provide daily and weekly updates on how project is performing			

Performance reporting	Daily report and weekly meetings between site supervisor and project manager
Human Resources	Liscensed excavation contractors and mandatory cascade shire inductions
Other(s)	Excavation equipment is supplied by contractor

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.

Godig contracting has the succesful bid for the tender the reason why they where choosen

- . all staff are qualified
- . they all have required council inductions
- . they have experience in large scale projects

which include large roads and work in natinal parks areas , other companies did not meet this requirements .

CONTRACTOR AGREEMENT

07.01.2016

Michael Classon , GODIG contracting ,234567567

Dear **GODIG** contracting

Contractor Agreement

This letter sets out the terms of the agreement between **07.01.2016** and **01.04.2021**

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 **[insert date]** to **[insert date]** 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

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?

Sam wishes to do this to make sure legally everything is in the contract and so he can have a second set of eyes to go over the contract incase of any issues or discrepancies.

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

Sam Ng needs to investigate and screen all sub contractors, and organise and implement individual contract work agreements for all subbies and suppliers.

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.

- communication to project team for scheduling of the project
- communicate any changes to the project team about any sub contractors or supplier change
- when inducting new team members give them a run through of the project scope
- promoting good team moral with exisiting and new team members eg. site BBQ
- Steering committee to be involved any change request and update the project plan accordingly

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.

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

- a. Previous owner of eco went bust and the project was stopped , some staff members are left and some replaced by new team members, and there is also now a new project owner

- b. Site BBQ , positive team meeting by pre start talk , project management team to introduce new staff to existing staff and putting a positive atmosphere for the works ahead.
-
- c. By introducing and intergrating new and existing team members and informing all new mebers of an updated program , to complete works in an efficient and positive manner.

Screen
shot
of the
site
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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

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