

Manage project scope – Practical task 1

(1.1a, 1.1b) Project Authorisation (extract from Emma's bathroom project plan)

Recommendation

The recommendation is that this project plan is approved as it is compatible with local council and building regulations and it meets all scope, time, cost and quality requirements for the project.

Sign off

The project plan only becomes valid once signed off by the following members of the project steering committee.

Name	Position	Signature	Date
Daniel Pyett	Project manager	DP	24/8/20
Russ Pyett	Director		
Emma Degasperi	Owner / Client		

(1.2a, 1.2d) Scope Management Plan (extract from Emma's bathroom project plan)

Deliverables

The deliverables for this project include:

Phase 1 - Ordering of all materials so the bathroom can be completed as soon as possible.

Phase 2 - Works commence including demolishing the bathroom, re-routing services to new locations, installation of new bathroom fittings and fixtures.

Inclusions

All materials and labour required to remove old bathroom and install a new bathroom as per plans and time schedule dated 24.8.20.

Exclusions

- Any extra works not drawn on plans requested by client.
- Any unforeseen circumstances e.g. termite damage to framework or existing non-compliant building work.
- Temporary bathroom setup.

Hand over

The final hand over to the client (Emma Degasperi) is to occur at completion of Phase 2.

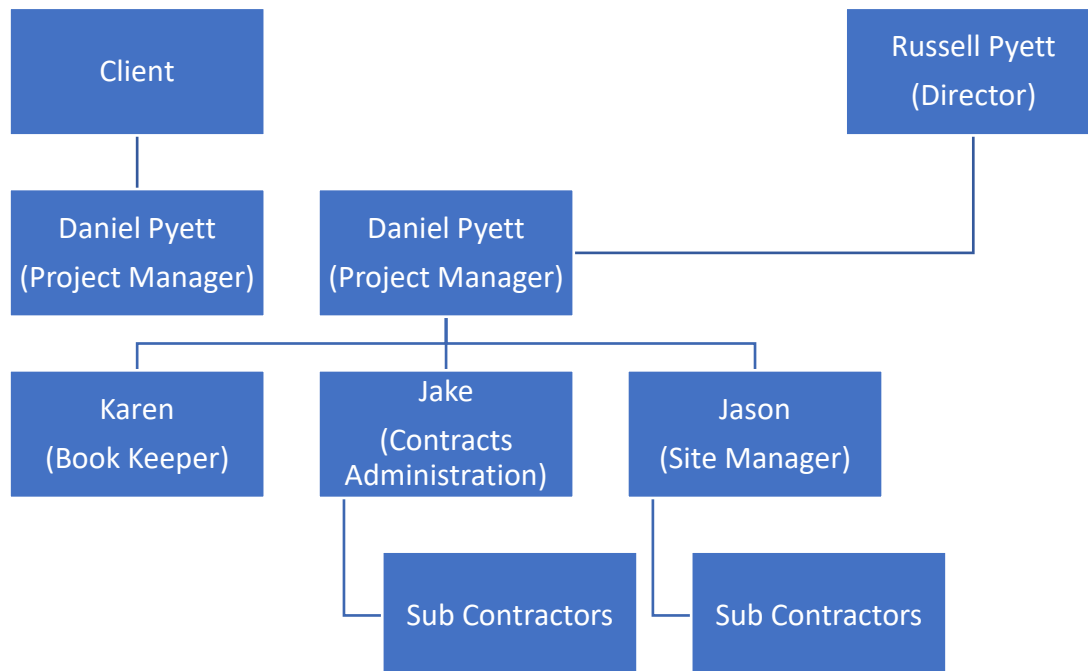
The project will be signed off as complete when:

- The client is satisfied all deliverables have been completed and delivered to required quality.
- A completion report has been signed off by the client (Emma Degasperi), Project manager (Daniel Pyett), Director (Russell Pyett).

(1.1c) Project Scope Controls (extract from 'Daniels Project Management Services' organisational documentation)

This policy applies to all projects at 'Daniels Project Management Services'. Each project will usually have a program of work which will have shared objectives linking back to the organisational chart.

Daniels Project Management Services Organisational chart



Russell Pyett is the director, he has weekly meetings with the project manager to discuss the current projects.

The client and the project manager liaise to agree on the project scope.

The project manager is responsible for managing their team to achieve the projects goals, the project manager is the only link to the director.

The bookkeeper is responsible for all money in / money out record keeping and processes, they report directly to the project manager.

Contracts administration is responsible for generating progress payments to the client as well as sourcing contractors to complete the work, they report directly to the project manager.

Site manager is responsible for managing the site and subcontractors and reports directly to the project manager.

Sub-contractors are responsible for their own scope of works, they report to the site manager.

(1.2b and 1.3a) Measuring project benefits, outcomes and outputs:

Weekly audits are completed by the project manager to ensure timeframes are being met and any changes to scope have been documented and approved through formal change requests.

Monthly audits are completed by the project manager to ensure cashflow is to plan. Formal quality audits are completed upon completion of each task by the site manager, this is to identify defects as they arise and the site manager is to get these fixed asap to avoid defects building up at the end of the job.

(1.2c) Key objectives (extract from Emma's bathroom project plan)

The key objectives for Emma's bathroom renovation are to remove the old bathroom which is leaking and outdated and replace with a new modern bathroom to match the rest of the house.

(1.3b) Manage impact of scope changes (practical example)

Emma's bathroom was going to plan until the owner did a walk through and decided she wanted a different style of sink to what was already installed.

This sink had already been accepted in the fitting and fixtures schedule and the plumber had completed the installation.

I had to put in a change request for the extra scope, cost and time required for this change prior to completing the works. The owner signed off and agreed to the extra scope for the plumber, the extra cost for the plumber and materials as well as the extra time required to order the sink and installation.

If we did not have this formal documentation in place, we could get to the end of the project and the owner may disagree on the extra cost as they thought it was all included as part of the original scope. This is why formal documentation is so important and our policy for changes is to get a change request signed prior to doing the works.

(1.3c) Scope management issues (practical example)

There was an instance on a project where the scope management was a major issue.

There was a builder's discussion with the client about different options for a house renovation or just doing the bathroom.

The builder interpreted the discussion to demolish the whole house including 2 bathrooms, kitchen and toilet and proceeded with demolishing while the client left for work.

The client got home from work and was in shock because she only wanted to go ahead with one bathroom at this point in time.

Due to poor scope management and no formal documentation, the builder has not got any evidence of his scope of works.

I would recommend this builder to incorporate a new company policy to outline "All scope of works are to be signed off by the client and the builder prior to starting any works".