

BSBPMG512 MANAGE PROJECT SCOPE

Practical Task 1	
Description of task: A suitable observer is to verify the participant's ability to determine and implement a project schedule, and assess time management outcomes.	
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, Computer, Project Management software.	
Assessment of task	
Name of participant:	SARAH CONLEY
Name of observer:	ADAM STUART
Role of observer (Confirm suitability to sign)	CSG OPERATIONS MANAGER
Email address of observer	astuart@fredon.com.au
Signature of observer:	
Date:	Click here to enter a date. 16 SEPT 2019
When completing the task, did the participant:	Tick if satisfactorily completed. Provide comments if left unticked.
1 Determine project schedule	
1.1A. Develop work breakdown structure with sufficient detail to enable effective planning and control.	☒
1.1B. Estimate duration and effort, sequence and dependencies of tasks, to achieve project deliverables.	☒
1.1C. Use project scheduling tools and techniques to identify schedule impact on project time management, resource requirements, costs and risks.	☒
1.1D. Contribute to achieving an agreed schedule baseline and communication of the schedule to stakeholders.	☒
2 Implement project schedule	
1.2A. Implement mechanisms to measure, record and report progress of activities according to agreed schedule.	☒
1.2B. Conduct ongoing analysis to identify baseline variance.	☒
1.2C. Analyse and forecast impact of changes to the schedule.	☒
1.2D. Review progress throughout project life cycle and implement agreed schedule changes.	☒

1.2E.	Develop responses to potential or actual schedule changes and implement them to maintain project objectives.	☒
3 Assess time management outcomes		
1.3A.	Review schedule performance records to determine effectiveness of time management activities.	☒
1.3B.	Identify and document time management issues and recommend improvements.	☒
The participant's performance was: ☒ Satisfactory ☐ Not Satisfactory		

OBSERVER COMMENTS

STANDARD FREDON PROJECT WBS CODES - QLD/NT

WBS	Description	Short Description	HOURS	LABOUR \$	NON-Labour \$	BUDGET \$	PROFIT %	
0101	PRELIMS	PRELIMS	85	\$6,630.00	\$14,930.00	\$26,151.00	21.294%	
0205	SITE MANAGER/ SUPERVISOR	SITE MANAGER/ SUPERVISOR	120	\$13,200.00			-100.000%	
0400	UNDERGROUNDS	UNDERGROUNDS	130	\$10,140.00	\$5,500.00	\$20,721.00	32.487%	
0500	TRAY AND CONDUIT SUPPLY	TRAY AND CONDUIT SUPPLY	110	\$8,580.00	\$2,500.00	\$14,569.00	31.489%	
1100	DB'S (SUPPLY & INSTALL)	DB'S (SUPPLY & INSTALL)	390	\$30,420.00	\$44,240.00	\$88,594.00	18.663%	
1101	SUBMAINS	SUBMAINS	532	\$41,496.00	\$27,200.00	\$84,875.00	23.552%	
1300	LIGHTNING PROTECTION	LIGHTNING PROTECTION		\$0.00	\$17,600.00	\$20,260.00	15.114%	
2900	GENERATOR	GENERATOR	248	\$19,344.00	\$112,500.00	\$152,391.00	15.584%	
3400	ASBESTOS MANAGEMENT PC SUM	ASBESTOS MANAGEMENT PC SUM		\$0.00	\$8,700.00	\$10,000.00	14.943%	
4000	CONTINGENCY	CONTINGENCY		\$0.00			#DIV/0!	
5000	VARIATION 1	VARIATION 1		\$0.00			#DIV/0!	
5001	VARIATION 2	VARIATION 2		\$0.00			#DIV/0!	
5002	VARIATION 3	VARIATION 3		\$0.00			#DIV/0!	
5003	VARIATION 4	VARIATION 4		\$0.00			#DIV/0!	
5004	VARIATION 5	VARIATION 5		\$0.00			#DIV/0!	
5005	VARIATION 6	VARIATION 6		\$0.00			#DIV/0!	
5006	VARIATION 7	VARIATION 7		\$0.00			#DIV/0!	
5007	VARIATION 8	VARIATION 8		\$0.00			#DIV/0!	
5008	VARIATION 9	VARIATION 9		\$0.00			#DIV/0!	
5009	VARIATION 10	VARIATION 10		\$0.00			#DIV/0!	
5010	VARIATION 11	VARIATION 11		\$0.00			#DIV/0!	
5011	VARIATION 12	VARIATION 12		\$0.00			#DIV/0!	
5012	VARIATION 13	VARIATION 13		\$0.00			#DIV/0!	
5013	VARIATION 14	VARIATION 14		\$0.00			#DIV/0!	
5014	VARIATION 15	VARIATION 15		\$0.00			#DIV/0!	
5015	VARIATION 16	VARIATION 16		\$0.00			#DIV/0!	
5016	VARIATION 17	VARIATION 17		\$0.00			#DIV/0!	
5017	VARIATION 18	VARIATION 18		\$0.00			#DIV/0!	
5018	VARIATION 19	VARIATION 19		\$0.00			#DIV/0!	
5019	VARIATION 20	VARIATION 20		\$0.00			#DIV/0!	
5020	VARIATION 21	VARIATION 21		\$0.00			#DIV/0!	
6000	DLP	DLP		\$0.00			#DIV/0!	
RE01	REVENUE - CLAIMS	REVENUE - CLAIMS		\$0.00			#DIV/0!	
			1615	\$129,810.00	\$233,170.00	\$417,561.00	15.037%	
			BUDGET				\$417,561.00	
			VARIANCE		129810	\$233,170.00	\$0.00	0.000%

LEGEND	
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LEGEND	
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PROJECT NAME: QAS Southport

PROJECT NO.: 20s3890

PROJECT NOTICE NO.: 1

TOTAL PAGES: 1

TYPE OF NOTICE

☐ RFA Request for Approval	☐ INS Instruction	☐ RFI Request for Information	☐ FIO For Information Only	☒
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ATTENTION:	COPY:	COMPANY:
David Trotter		Building & Asset Services
	Jim McCrystal	Building & Asset Services
	Jarrad Lakeman	Fredon QLD
	Paul O'Brien	Fredon QLD

DETAILS: We request a change from ASCO to Schnieder ATS's

The ASCO has a minimum lead time of 12-16 weeks including specific ASCO commissioning

No Cost Implications only improved lead time on parts, current delivery date approx mid February with anticipated completion date early to mid march.

AUTHOR: Sarah Conley

SIGNED: 

DATE: 12/12/17

RESPONSES / COMMENTS:

Release: 1

Date: 13 September 2019

Author: Sarah Conley

The information provided within this report is for the purpose of learning which should be seen as an opportunity for all sides of the business

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1 Overview

The Lessons Learned report is created for the purpose of recording and sharing lessons learned to:

- Avoid making the same mistakes
- Improving on current delivery standards by adopting proven good practice
- Responding to changes in the Project Management environment including new priorities, initiatives and strategies
- Contributing to organisational growth and maturity by effecting long term improvements in the way an organisation embeds and shares Project Management best practice.

2 Project scope

Fredon estimating team negotiated and were formally awarded the project on 1st December 2017.

The QAS Southport facility (generally abbreviated to QAS), is a 24/7/365 operational 000 emergency command and ambulance station. The ability to have reliable backup infrastructure is imperative to the operational functions of the facility. This upgrade was to ensure that reliable backup contingencies are in place. The intention was to have the project completed prior to the Commonwealth Games in March 2018.

3 Project Commercial summary

Contract (tendered)		Contract report (July 2018)		Differential
Value	\$417,561	Value	\$484,058	+\$66,497
Margin 15%	\$62,634	Margin 3.55%	\$ 17,198	-\$45,436
Project labour \$	\$129,800	Project labour used \$	\$121,196	+\$8,604
Project labour Hrs	1,615 Hrs	Project labour Hrs used	1,738 Hrs	41 Hrs
		Variation hours.	82 Hrs	
Labour gang rate	\$65.00		\$70.00	\$5.00
Project duration	16 weeks	Actual duration	29 weeks	+ 13 weeks

4 Could Do Better

The below are findings / observations which presented during the project journey.

Whilst in most project scenarios there is generally a pendulum effect (risks v opportunities) which ultimately find a point of balance.

ID	Subject	Issue	Actual Impact	Next time
1	CONTRACT	Contract was issued Dec 2017. The Project Manager (PM) was not placed on the project until the end of January 2018. Another PM had been given the project to start however he was due to go on paternity leave	Delayed start in the project meant that essential items were not covered, resulting in a temporary measure being constructed to allow for Comm Games period.	Allocate a PM at project commencement that is able to commence the project when required. If removing from another project ensure contingencies are in place to cover the other project.
2	PROJECT TIME FRAME	The initial project period was 16 weeks. The PM was allocated with approx. 6 weeks left to go prior to the lock out period.	No undergrounds had occurred No Energex connection No paperwork had been completed No metering done or organised No property pole No consultation with lightning protection	If a PM is unable to start on the project, allocated another resource to commence essential items. Energex connections required approx. 12 week lead time.
3	SWITCHBOARDS	Initial PM placed the order for switchboards, however no approvals had been given, or manufacturing had commenced. Second PM had to follow up	PM had to accelerate the switchboard builder, at additional cost to enable weekend work.	If a PM is unable to start on the project, allocated another resource to commence essential items, and monitor until handover to permanent PM
4	ENERGEX	Consultant had stated they had organised Energex to help out. No contact was made with Energex until PM commenced on the project. Energex contact was given during the kick off meeting with estimator and initial PM.	Energex lead time is approx. 12 weeks, which resulted in no permanent connection and Fredon failed to meet the Comm Games cut off.	If a PM is unable to start on the project, allocated another resource to commence essential items, and monitor until handover to permanent PM
5	PLAN B OPTION	Due to not meeting deadlines because of the above. Labour and material had to be used in order to give QAS a plan "B" option. Which gave them their N+1 backup for the Comm Games.	PM designed and reused parts of the current system in order to re-route the generators in a way that achieved this goal with what QAS had on site	If a PM is unable to start on the project, allocated another resource to commence essential items, and monitor until handover to permanent PM
6	POST COMM GAMES	Work recommenced after the Comm Games lock out period	As there was no longer a push for works to be completed, minor hurdles and cut overs would regularly be pushed back resulting in extra time required. To avoid lost time workers were allowed to take RDOs and annual leave, or sent to other sites.	Complete works in initial timeframe.
13	DESIGN	The project was supposed to have a Discrimination study done before the boards were built. This was done based on consultant's design which was found to be flawed. The Discrimination study as per contract was meant to be done 1 week after	This held up switchboard manufacture and Energex as the project was unable to confirm site supply requirements	If a PM is unable to start on the project, allocated another resource to commence essential items, and monitor until handover to permanent PM

ID	Subject	Issue	Actual Impact	Next time
		contract issue. It wasn't done until February.		
14	TRENCHING	The trenching budget was \$4,000 material plus 40 hours approx. Vac trucks were required to be used (in contract due to asbestos contamination in soil)	Actual cost came to \$35,000-\$40,000 plus 160 hours for spotters and supervision	Estimator to confirm trenching requirements before assuming excavators are acceptable
15	METERING	The metering allowed for was EDM1 which was below specified and not an adequate equivalent.	The metering allowed for was EDM1 which was below specified and not an adequate equivalent.	Estimating checklist of all specified materials to be completed during tender phase
16	LOAD BANK	There was meant to be two load banks on the project. Only one was picked up on the tender.	Each load bank was \$16,000, this resulted in a short fall in the budget	There was meant to be two load banks on the project. Only one was picked up on the tender.

5 What we must do better

- Tendering - Scope needs to be understood in its entirety – inclusive of any existing site conditions, builders' safety requirements, make good requirement, external provider timeframes and client programming restrictions.
- More efficiently allocate appropriate management to the Project on award, to ensure fast moving deadlines are met.

The information provided within this report is for the purpose of learning which should be seen as an opportunity for all sides of the business.