

BSBPMG521 – Practical Tasks

1.1A

Identify, clarify, and prepare project initiation documentation.

Yes, this was done before starting the project to ensure we had clear documentation / contract outlining our scope, time, cost, and quality requirements.

1.1B

Identify relationship between the project and broader organisational strategies and goals.

Currently we are doing a high rise for a well-known developer and if we can achieve our goals on this project, we have a good chance of securing the next development with them as well.

1.1C

Negotiate and document project objectives, outcomes, and benefits.

The project objectives are negotiated at the start of the project including scope, time, cost, and quality requirements. This is then documented and signed off on the contract. The outcomes get negotiated once the task has been completed, the product might not be to a standard acceptable, so we have to negotiate where to go from here. Benefits include 6 months of continual work and a good chance of securing the developer's next project.

1.1D

Negotiate project governance structure with relevant authorities and stakeholders.

Yes, we negotiate to try to only deal with the customer. We do have to engage council where necessary but in general, the less people who have to approve things makes it easier to go forward.

1.1E

Prepare and submit project charter for approval by relevant authorities.

Yes, we had to submit a project charter to the council when we wanted approval to build 6 units.

1.2A

Establish and implement a methodology to disaggregate project objectives into achievable project deliverables.

Yes, for example when building the structure of a high rise the objective might be to pour the concrete slab. Achievable project deliverables would include scheduling the formworker, surveyor, steel fixer, plumber, electrician, engineer followed by the concreter, concrete supply company, concrete pump company. There needs to be discussions held with each contractor to determine achievable timeframes because if any timeframe is not kept it will delay the following trades.

1.2B

Identify project stages, phases, and structures – considering key requirements for stage completion against client requirements and project objectives.

Project stages are essentially when the customer can decide whether continue onto the next stage or stop the project where it is for example the customer wants to put 3 houses on a property, they give us the first house with the potential for two more so on our schedule I would call the first house 'Stage 1'.

Phases can be split up for example planning phase, structural phase, finishes phase, completion phase.

The project structure includes the subcontractors reporting to the site manager, site manager reporting to project manager, project manager reporting to directors and council.

1.2C

Analyse project management functions to identify interdependencies and impacts of constraints.

Yes, upon analysis there is heavy time constraints on the structure of the building. If one trade drops the ball for a day, it means the rest of the project will be delayed by a day. For example, the steel has a 2-day allocation, only half of the team turn up and then the next day they do not complete the works. This means that we have to put the concrete back a day and the whole program for that matter. This is because they are part of the critical path.

1.2D

Develop a project management plan integrating all project-management functions with associated plans and baselines.

Integration – This involves the overall coordination of the project, managing the whole project life cycle from start to finish.

Scope – Ensuring the scope is clear so the end product is what the customer has requested.

Time – Setting timeframes which have been agreed on by all parties and then managing it to ensure they all stick to the agreed timeframes.

Cost – Anything which has not been allowed for in the budget spread sheet or anything that is over the allocated price needs approval from the project manager. Only the site manager has authority to purchase materials. The project manager will monitor project cashflow.

Quality – Before the project starts, QA and QC check dates will be assigned on the schedule at intervals and completed by the site manager to ensure these are not forgotten about and then blow up into bigger issues down the track.

Human Resources – We have a complete project team who were working together on a previous project, this comprises of a contract administrator, project manager, site manager, safety manager.

Communication – All staff (except project manager) work in the same office so communication is not an issue. Weekly meetings are held to discuss the project with the project manager and the project manager has monthly meetings with the director. Communication requirements are detailed in the communications plan.

Risk – Risk associated with the project is outlined in the project plan, our biggest risk is time frame. Liquidated damages pose a threat on this project and if the critical path goes over, we will be at high risk. Time needs to be managed very closely.

Procurement – Procurement is done by the project administrator with final ok given by the project manager. Three quotes are required before engaging any contractor.

Stakeholders – The stake holders of this project include the Customer / Owner, our Director and Council. Any changes need to be signed off by all parties.

1.2E

Establish designated mechanisms to monitor and control planned activity.

Yes, for example when you are building a high-rise structure, the form workers have a 500m² deck to do and 5 days to get it in according to the agreed schedule. On day 1 there is only 3 form workers on site.

There is 2 ways of deciding if there is enough labour onsite,

- 1- Looking at a previous deck to see how many hours it takes per meter square and you can see if we have enough labour to complete on time.
- 2- Look at the percentage complete in one day and multiply it by 5 to see if it will be 100%

If there is not enough labour onsite, a phone call needs to be made to address the issue straight away. It may need to be followed up with an email.

1.2F

Negotiate approval of project plan with relevant stakeholders and project authority.

Yes, we had to negotiate with the council. The council would only approve the high rise if we put in a public park out the back of the high rise.

1.3A

Manage the project in an established internal work environment, ensuring effective work throughout the project.

Yes, this is achieved by good communication and sharing the workload with the team.

1.3B

Maintain established links to align project objectives with organisational objectives throughout the project.

Yes, this is done by monitoring the budget and if there are issues with allowances going over then the issue needs to be brought up and negotiated to either pay extra or cut costs somewhere else.

Up skilling workers is also an objective for example, we are on a project at the moment and we have put about 30 people through their EWP licence. This is a bonus for the project, the organisation, and the individuals.

1.3C

Within authority levels, resolve conflicts negatively affecting attainment of project objectives.

Yes, unfortunately this happens every now and then for example the truck driver came to site to pick up some materials, so the site manager had more room on site. The truck driver was rude to the site manager and the site manager kicked the truck driver off site.

The negative outcome was for both parties, the site manager was left with no room on site and the truck driver had to drive back empty.

There were no winners in this situation.

1.4A

Ensure project records remained updated against project deliverables and plans at required intervals.

Yes, this is achieved by saving copies of updated programs and recording delays in the issues register. Superseded plans are labelled so they are not mistakenly used and new revisions to take their place. New plans also need to be distributed to contractors.

1.4B

Analyse and submit status reports on project progress and identified issues with stakeholders and relevant authorities.

Yes, this is done weekly unless urgent matters come up earlier. For example, a project we are on at the moment came across asbestos pipes where the footings are meant to be dug. This is going to affect scope, time, cost of the project. This issue needs to be communicated to the stakeholders ASAP.

1.4C

Analyse and submit impact analysis of change requests for approval, where required.

Yes, for example the asbestos issue discussed will need a change request submitted prior to continuing with works as there will be major changes to scope, time and cost. This needs to be approved prior to completing the works so everyone agrees on the outcome and there are no surprises down the track.

1.4D

Maintain relevant project logs and registers accurately and regularly to assist with project audit.

Yes, a daily project diary is kept for future reference. The issues register is kept separate as well as the risk register. The reason for this is to access the information faster than going through hundreds of pages of a diary looking for issues or risks.

1.4E

Ensure associated plans remained updated to reflect project progress against baselines and approved changes.

Yes, this is done on the Gantt chart. We use Microsoft Project, and we save copies for future reference.

1.5A

Identify and allocate project finalisation activities.

Yes, the final progress payments for contractors are validated against their scope and the quality checked by the site manager prior to payment. The contract administrator will look after this. The site manager is expected to do a completion report and lessons learnt report. The project manager will look after council and appropriate sign offs.

1.5B

Ensure project products and associated documentation were prepared for handover to client in a timely manner.

Yes, we set this as a priority as we get our last progress payment after this is done.

1.5C

Finalise financial, legal, and contractual obligations.

Yes, once the contractual obligations are complete, the financial side gets finalised by sending out a deed of release to the contractors. After this is all finalised the archiving checklist can be carried out.

1.5D

Undertake project review assessments as input to future projects.

Yes, we do this in a team environment and share notes, thoughts, and ideas so we can improve on our future projects.

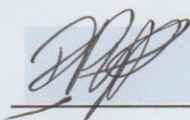
BSBPMG521 MANAGE PROJECT INTEGRATION

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 Daniel Pyett

Participant signature



Assessor name

Assessor signature

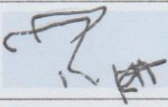
Date

[Click here to enter a date.](#)

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

ASSESSOR COMMENTS

BSBPMG521 MANAGE PROJECT INTEGRATION

Practical Task 1	
Description of task: A suitable observer is to verify the participant's ability to: - Integrate and balance overall project management functions of scope, time, cost, quality, human resources, communications, risk and procurement across the project life cycle; and - Align and track project objective to comply with organisational goals, strategies and objectives 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, Organisational documentation.	
Assessment of task	
Name of participant:	Daniel Pyett
Name of observer:	Russell Pyett
Role of observer (Confirm suitability to sign)	Director
Email address of observer	russ@currumbinconstructions.com.au
Signature of observer:	
Date:	Click here to enter a date. 26/1/21
When completing the task, did the participant:	Tick if satisfactorily completed. Provide comments if left unticked.
1 Establish project	
1.1A. Identify, clarify and prepare project initiation documentation.	☒
1.1B. Identify relationship between the project and broader organisational strategies and goals.	☒
1.1C. Negotiate and document project objectives, outcomes and benefits.	☒
1.1D. Negotiate project governance structure with relevant authorities and stakeholders.	☒
1.1E. Prepare and submit project charter for approval by relevant authorities.	☒
2 Undertake project planning and design processes	
1.2A. Establish and implement a methodology to disaggregate project objectives into achievable project deliverables.	☒
1.2B. Identify project stages, phases and structures – considering key requirements for stage completion against client requirements and project objectives.	☒

1.2C.	Analyse project management functions to identify interdependencies and impacts of constraints.	☒
1.2D.	Develop a project management plan integrating all project-management functions with associated plans and baselines.	☒
1.2E.	Establish designated mechanisms to monitor and control planned activity.	☒
1.2F.	Negotiate approval of project plan with relevant stakeholders and project authority.	☒
3 Execute project in work environment		
1.3A.	Manage the project in an established internal work environment, ensuring effective work throughout the project.	☒
1.3B.	Maintain established links to align project objectives with organisational objectives throughout the project.	☒
1.3C.	Within authority levels, resolve conflicts negatively affecting attainment of project objectives.	☒
4 Manage project control		
1.4A.	Ensure project records remained updated against project deliverables and plans at required intervals.	☒
1.4B.	Analyse and submit status reports on project progress and identified issues with stakeholders and relevant authorities.	☒
1.4C.	Analyse and submit impact analysis of change requests for approval, where required.	☒
1.4D.	Maintain relevant project logs and registers accurately and regularly to assist with project audit.	☒
1.4E.	Ensure associated plans remained updated to reflect project progress against baselines and approved changes.	☒
5 Manage project finalisation		
1.5A.	Identify and allocate project finalisation activities.	☒
1.5B.	Ensure project products and associated documentation were prepared for handover to client in a timely manner.	☒
1.5C.	Finalise financial, legal and contractual obligations.	☒
1.5D.	Undertake project review assessments as input to future projects.	☒
The participant's performance was: ☒ Satisfactory ☐ Not Satisfactory		

OBSERVER COMMENTS

Competent