BSB40920 Certificate IV in Project Management Practice

Assessor Guide

Contents

Kick-off meeting

Purpose

Kick-off meetings must be recorded as evidence of commencement and uploaded.

The purpose of the kick-off meeting is to introduce yourself and Link Education to the student and plan their progress to graduation.

For some students, the kick-off meeting is the first time they have spoken face-to-face with a real person from Link Education. We must welcome them with friendly professionalism.

Introduction

Q. Tell me a little about yourself and why you are studying.

Ask what study they have previously done, including with us (for example, ARC or OPEN). If they have not previously certified with us (CPO/P/M/D), advise they will automatically be admitted as a CPO upon completing this program. Higher level certification may also be of interest to them, if eligible by virtue of their experience.

Continue the conversation here to elicit the personal and professional benefits they expect from the course, prompting them if needed. Encourage them to document these goals, as they can be used to inspire motivation when studying (or finding the time to study) gets hard.

- Student motivations should be noted and passed on to admin

Explain the course

Have the student share their screen and introduce them to the study program

- Login – show them how to change their password if logging in for the first time
- My courses – show them the course(s) they are enrolled in
- OPEN
    - **OPEN** is the theory component of the course.
    - The 12 units in OPEN (and their quizzes) must be completed before attempting the BSB40920 units. This is because you will need a strong foundational knowledge of all aspects of project management before attempting the assessment tasks in the units
    - Show them how to complete topics and 'open-book' quizzes. Introduce Order of Merit and how to achieve it.
- BSB40920 Certificate IV in Project Management Practice
    - There a 9 AQF units in this qualification. Each unit has the following:
        - **Performance tasks** require you to complete a series of documents typical to projects. If you already have workplace documents of the type specified, you can submit them, or use the templates provided.
        - **Knowledge questions** are short answer questions that need to be answered in writing in 200-500 words each. There are no more than five knowledge questions per unit, and you are encouraged to refer to OPEN and use ChatGPT or Google Bard to help draft and proof your answers
        - **Reflections** are a 15-minute interview with a mentor to share your relevant experience. There are no more than three guiding questions per reflection. The final reflection is your Certification assessment.

- Assessment guide – details the course requirements (this is especially useful as they cannot look ahead until they complete each task/unit)

Plan progress

- Most students should expect to complete an OPEN unit weekly in 2-3 hours of study.
    - Students MUST finish OPEN before attempting the BSB40920 assessment tasks
- Cert IV assessment tasks should take 2-3 weeks each, including interview questions, although the Reflection may take a little longer.
- Interviews are a great opportunity to ask questions and get feedback on the performance tasks.
- The following plan is recommended and requires a commitment of 2-3 hours per week.
- Students under a training contract (with their employer and a funding body) are required to sign off on their study plan with their employer.

Due date	*Unit outcomes*
Weeks 1-12	OPEN Units 1-12
Weeks 13-14	BSBPMG420 Apply project scope management techniques
Weeks 15-16	BSBPMG421 Apply project time management techniques
Weeks 17-18	BSBPMG422 Apply project quality management techniques
Weeks 19-20	BSBPMG423 Apply project cost management techniques
Weeks 21-22	BSBPMG425 Apply project information management and communications techniques
Weeks 23-24	BSBPMG426 Apply project risk management techniques
Weeks 25-26	BSBPMG427 Apply project procurement procedures
Weeks 27-28	BSBPMG428 Apply project life cycle management processes
Weeks 29-30	BSBPMG429 Apply project stakeholder engagement techniques

- You should discourage students from setting targets that are more aggressive than this. Rather, encourage them to finish ahead of this schedule!
- Some students may also feel that these targets are a bit tight. However, don't let them push out targets too far, as momentum is an important predictor of successful completion.
- Admin must be notified if students wish to vary this plan

Identify risks

Students should self-identify risks to completing their course. You can prompt them with the following known risks (and potential responses) include:

- Lack of self-discipline – set a detailed study plan with dedicated weekly hours and hold yourself accountable.
- Limited social interaction – use the interviews to chat about the course and your projects; discuss your learnings with family, friends and colleagues.
- Technical issues – get comfortable and confident with MS Office and the online learning portal – assistance can be provided if needed.
- Overwhelming amount of information – attack the course the way it is structured, in bite-sized chunks. Apply learnings in your projects in life when as you go.
- Distractions at home – create a dedicated study space and make it off-limits to others during study times. Hide your phone!
- Life events – schedule study pauses when major life events are on (for example, weddings, births, holidays, bereavement).
- Motivation – remember why you are doing this – what are the outcomes driving you?

Identify supports

A range of supports are available for students who self-identify with special needs. These range from LLN and digital literacy support to professional psycho-social support.

- Negotiated changes to their study plan that better reflect a realistic likelihood of completion
- One-on-one mentor sessions over Zoom to assist with difficult learning content or assessment tasks
- Re-inclusion of employers in setting study times and access to workplace projects (not applicable to Transition Fund students)
- Sharing additional resources around self-paced learning, study time management and other motivational barriers students may be encountering. These resources are custom sourced by our support team in response to specific student need.
- An invitation to pause study during significant, temporary life events. Examples include wedding planning, long holidays, birth of a child, accident, illness or bereavement.
- Warm, facilitated introduction to community support / care services
- Notify admin of any special supports or needs
- IMPORTANT! If you believe the student has an LLN or digital literacy issues that will be a barrier to them studying, notify admin urgently

Use of artificial intelligence

Introduce the student handbook, particularly discussing the AI policy for both students and assessors: https://link.edu.au/handbook/

Wish them luck!

A student support champion will contact all students next to check in on their progress.

Note: Students attending an ARC workshop do not need a kick-off meeting; however, they will require one before attempting the BSB40920 assessment tasks, even if they are co-enrolled.

BSBPMG420 Apply project scope management techniques

Performance tasks

T1 Prepare a charter for a professional or personal project.

Essential requirements:

All fields must be sufficiently detailed.

T2 Using Gantt charting or similar software, prepare a work breakdown structure (WBS) and schedule for a professional or personal project.

Essential requirements:

At a minimum, it must include at least 15 linked and resource-allocated tasks over two (2) hierarchy levels, with clear dependencies and a critical path.

Knowledge questions

Q1 What process should you follow, as a project manager, when preparing and seeking approval for a project's WBS?

A Work Breakdown Structure (WBS) is a key project deliverable that organizes the team's work into manageable sections. The WBS is a hierarchical decomposition of the total scope of work to be carried out by the project team to accomplish the project objectives and create the required deliverables.

Here's a step-by-step guide you can follow as a project manager while preparing and seeking approval for a project's WBS:

1. Understand the Project Objectives: Before beginning work on the WBS, ensure that you have a comprehensive understanding of the project's objectives. Understand what the deliverables are and what will be considered a success at the end of the project.

2. Identify Key Deliverables: Identify and list down all the key deliverables of the project. This includes tangible products, services, or results that must be produced to complete the project.

3. Decompose Deliverables: Break down the deliverables into smaller, more manageable work packages. This process is known as decomposition, where you break down the deliverables into tasks or activities that can be assigned, tracked, and completed independently.

4. Create WBS Dictionary: Develop a WBS dictionary to support the WBS. This document provides detailed information about each component of the WBS, including definition of work, the assigned resources, assumptions and constraints, quality requirements, acceptance criteria, and any other information necessary.

5. Review and Refine: Review the WBS and refine it as necessary. Check to ensure that it's detailed enough to include all the work required and nothing more. The lowest level of the WBS - the work packages, should be such that they can be scheduled, cost estimated, monitored, and controlled.

6. Seek Input from Team Members: Include your team in the creation and review of the WBS. They may see aspects of the work that you've missed. They can also provide valuable insight into how long individual tasks might take and the order in which they should be completed.

7. Seek Approval: Once the WBS has been created and reviewed, it should be submitted to the project sponsor, client, and other relevant stakeholders for approval. It's essential to have the WBS approved before proceeding to avoid any misunderstandings or disputes later in the project. Make sure to address any feedback or changes suggested by these stakeholders.

8. Use WBS as a Baseline: Once approved, the WBS becomes a baseline for project scope and should not be changed without proper control processes. Changes to the WBS might necessitate changes to the project schedule, costs, and resources.

9. Monitor and Update: The WBS should be used as a guide for project execution and control. Monitor the status of the work packages and update the WBS as necessary, using proper change control procedures.

Remember, a well-prepared WBS can lead to improved project planning and management, providing a clear picture of what is to be delivered and what work needs to be done to achieve project objectives.

Q2 How might you identify the need for changes to the scope of tasks within the project plan?

Model answer:

Changes to the scope of tasks within the project plan can come from many different sources. Here are some common triggers or ways to identify the need for changes:

1. Stakeholder Feedback: Changes may be requested by stakeholders during project execution. These can come from clients, project sponsors, team members, or other interested parties. Regularly communicate and review progress with all stakeholders to ensure their needs and concerns are addressed.

2. Schedule and Budget Analysis: Regular monitoring and control of the project's progress, such as comparing actual progress against planned progress, can reveal the need for scope changes. If tasks are consistently being completed over budget or behind schedule, it may indicate that the scope was not adequately defined or estimated.

3. Quality Assurance and Control Processes: The quality of deliverables, whether interim or final, might also necessitate a change in scope. If the project outputs are not meeting the established quality standards or are being rejected in quality reviews, the scope might need to be adjusted.

4. Change in External Factors: External factors such as changes in regulations, market conditions, technology, etc., can also lead to the need for changes in the scope of tasks. These changes may require additional tasks or modifications to existing tasks.

5. Project Risks Occurring: If risks that were identified during the planning phase occur during project execution, or if new risks emerge, these may require changes to the scope of tasks.

6. Requirements Analysis: Through ongoing requirements analysis and management, you may identify gaps, conflicts, or changes in the project requirements that necessitate a change in scope.

Remember, whenever you identify the need for a change, you should follow a formal change management process. This typically involves documenting the proposed change, evaluating its impact on the project (cost, time, quality, risks), getting it approved by relevant stakeholders, and then implementing and communicating the change. Unauthorized or ad hoc changes can lead to what is known as "scope creep", which can disrupt project plans and cause delays and cost overruns.

Q3 How should you manage changes to the scope of tasks within the project plan?

Model answer:

Managing changes to the scope of tasks within a project plan is an essential part of effective project management. This process typically involves the following steps:

1. Change Request: Any proposed changes to the project scope, no matter how minor, should be formally documented in a change request. This request should include a detailed explanation of the change, the reason for the change, and the expected impact on the project's schedule, budget, resources, and other areas.

2. Impact Analysis: Once a change request is submitted, it should be evaluated to understand its impact. This includes how the change will affect the project's timeline, cost, quality, resources, and risk. The evaluation should also consider how the change might affect other ongoing or planned projects.

3. Approval Process: The proposed change, along with the impact analysis, should be reviewed by a designated change control board (CCB) or project stakeholders responsible for approving changes. This typically includes the project sponsor, client, and sometimes key team members.

4. Communicating the Change: If the change is approved, it should be communicated to all relevant parties, including the project team, stakeholders, and anyone else who may be affected. Everyone needs to understand what the change is, why it's happening, and how it impacts their work.

5. Updating Project Documents: Once a change is approved and communicated, all project documents, including the project plan, scope statement, Work Breakdown Structure (WBS), schedule, and cost baseline, should be updated to reflect the change.

6. Implementation: The project team then implements the change, and the project manager ensures the change is executed as planned.

7. Monitor and Control: After the change has been implemented, monitor the project closely to ensure the change achieves its intended results and doesn't cause additional issues or unintended consequences.

Remember, scope changes should be managed carefully to prevent scope creep, which can lead to delays, cost overruns, and other project issues. It's important to have a well-defined change management process in place and to ensure all team members and stakeholders understand and follow this process.

Q4 How should you report instances of non-compliance with the project scope to the project manager and other team members?

Model answer:

Non-compliance with the project scope is a serious issue that can have a significant impact on a project's timeline, budget, and quality. As such, it's crucial to report it promptly and effectively. Here are some steps you can follow:

1. Document the Non-Compliance: As soon as you notice the non-compliance, document it. The document should clearly explain what the non-compliance is, when and how it was identified, why it's an issue, and any potential impacts on the project. It's also beneficial to include any evidence that supports your claim, such as emails, screenshots, or data reports.

2. Investigate and Analyze: Conduct a brief analysis of the non-compliance to understand its root cause. This will help in proposing the appropriate corrective actions.

3. Prepare a Corrective Action Plan: Based on your analysis, propose a corrective action plan. This might include things like modifying procedures, reassigning tasks, providing additional training, or revising the project schedule.

4. Communicate: Communicate the issue, your analysis, and the proposed corrective action plan to the project manager and relevant team members. Depending on the severity of the non-compliance, this might be done in a formal written report, an email, or during a team meeting. Make sure your communication is clear, concise, and professional.

5. Escalate if Necessary: If the non-compliance is severe or if it's not being addressed appropriately, you may need to escalate the issue to higher management or other stakeholders.

6. Follow-up: After you've reported the non-compliance and corrective action plan, follow up regularly to ensure the issue is being addressed. If it's not, you may need to report it again or escalate the issue.

Remember, the goal is not to assign blame, but to correct the issue and ensure the project stays on track. Always approach this kind of situation with a problem-solving mindset, focusing on what can be done to fix the issue and prevent it from happening again in the future.

Q5 How can you contribute to a review of the effectiveness of project outcomes?

Model answer:

As a member of the project team, you can contribute to a review of the effectiveness of project outcomes in several ways:

1. Participate in Post-Project Reviews or Lessons Learned Meetings: At the end of the project, or at key milestones, participate in meetings where the team discusses what worked well, what didn't, and what can be improved in future projects. Share your observations and insights.

2. Provide Objective Data: If you were responsible for certain tasks or deliverables, provide data on how well these were achieved. This could be in terms of time taken, resources used, quality measures, or any other relevant metrics.

3. Share Feedback: Provide feedback on the processes and tools used during the project. Were they effective in achieving the project outcomes? Could they be improved? Your insights can help improve the team's effectiveness in future projects.

4. Evaluate Against Objectives: Review the project's original objectives and compare them with the actual outcomes. Did the project achieve what it set out to do? If not, try to understand why and provide this analysis in your review.

5. Assess Impact: Consider the broader impact of the project. Did it achieve its desired benefits? Has it resulted in any unintended consequences? Sharing your perspective can provide valuable context for evaluating the project's effectiveness.

6. Offer Recommendations: Based on your analysis and insights, offer recommendations for improving future projects. This could involve changes to processes, tools, communication, or any other aspect of project management.

Remember, the goal of reviewing the effectiveness of project outcomes is not to assign blame for any shortcomings, but to understand how the project team can improve and become more effective in future projects. Always approach these reviews with a constructive and collaborative attitude.

Reflection

Reflect on two or more projects you recently contributed to.	Project 1	Project 2
R1 Give an example of how you used a project's charter, business case or other initiation asset to document a project plan. **Alternately, how did you document the plan if there were no initiation assets?** *<u>Essential requirements:</u>* *Interpret and follow project initiation documentation for purposes of documenting project scope.* *Record project scope management plan.* *Communicate with the project manager and other team members.*	T 1-2	
R2 Describe how you measured scope performance and managed change in a project you recently contributed to. *<u>Essential requirements:</u>* *Work according to project scope management plan including established change control procedures and performance measurement procedures.* *Contribute to delineating and controlling project scope.* *Communicate with the project manager and other team members.*		

R3 Give an example of how you managed project scope creep or retreat in another recent project. *<u>Essential requirements:</u>* Must be a different project to the one cited in the previous answer. *Work according to project scope management plan including established change control procedures and performance measurement procedures.* *Contribute to delineating and controlling project scope.* *Communicate with the project manager and other team members.*		

BSBPMG421 Apply project time management techniques

Performance tasks

T3 Update your Gantt chart from the previous activity with project progress at a given milestone. In a separate report, indicate which tasks are ahead or behind schedule and separately describe the actions you need to take.

Essential requirements:

The Gantt chart must highlight progress against project tasks.

A brief report on schedule variations to the plan and actions required must be included.

Knowledge questions

Q6 How can you improve the quality of estimates in project planning?

Model answer:

Improving the quality of estimates in project planning often involves a multi-faceted approach. Here are some strategies you might consider:

1. Decompose Large Tasks: Break down larger tasks into smaller, more manageable ones. This makes the tasks easier to estimate because you are working with specifics rather than generalizations.

2. Use Historical Data: If similar projects have been completed in the past, use that data to guide your estimates. Past experience can be an excellent teacher, especially when it comes to time and cost projections.

3. Employ Estimation Techniques: Use formal estimation techniques, such as PERT (Program Evaluation Review Technique), which uses a weighted average of three numbers (most optimistic, most pessimistic, and most likely) to arrive at an estimate. Techniques like Delphi method, where multiple experts provide their estimates and then reconcile differences, can also be very effective.

4. Consider Risk and Uncertainty: Include buffers for risks and uncertainties in your estimate. Not every aspect of a project goes as planned, so it's crucial to account for potential delays or unforeseen costs.

5. Involve the Team: Involve the team members who will be doing the work in the estimation process. They have the best understanding of what is required to complete their tasks and can provide the most accurate estimates.

6. Continual Re-estimation: As the project progresses, continually revise and refine your estimates based on what you've learned. This practice, often referred to as rolling wave planning, is especially useful in long or complex projects.

7. Use Estimation Software: There are many project management software tools that can assist with estimates. These tools use algorithms and historical data to help provide more accurate projections.

8. Training and Experience: More accurate estimates often come from project managers who have extensive experience and have received training in estimation techniques.

By using these techniques, it's possible to improve the quality of estimates in project planning, leading to more successful projects.

Q7 How do a project's changing resource requirements and risks impact its schedule?

Model answer:

A project's changing resource requirements and risks can significantly impact its schedule. Here is how:

Changing Resource Requirements

1. Availability of Resources: If a project suddenly requires more resources (either human resources or physical resources like materials or tools) than initially planned, and these are not readily available, it could lead to delays. Similarly, if key resources are pulled away from the project, it can also slow down progress.

2. Resource Learning Curve: If the project requires specialized resources or skills partway through the project that weren't initially identified, time will be needed to either hire new personnel with those skills or train existing personnel. This could also delay the project.

3. Resource Allocation and Reallocation: There may be instances when resources have to be reallocated from one task to another, which may cause delays in the task from which resources have been pulled.

Changing Risks

1. Identification of New Risks: If new risks are identified during the execution of a project, they need to be analyzed, and if necessary, mitigation strategies should be put in place. This process can lead to a revision in the project schedule.

2. Realization of Risks: If identified risks materialize, the resulting issues may cause delays in the project. For instance, if there's a risk of a key team member falling ill, and it happens, the project may be delayed while a replacement is sought.

3. Risk Response Time: The time required to implement risk response strategies could extend the project schedule. For example, changing suppliers to mitigate a risk may require additional time for the new supplier to deliver.

4. Unforeseen Risks: These are risks that were not identified or considered during the risk assessment phase. Their impact is often more significant because no preparation or mitigation was planned, which can lead to project delays.

These potential changes underline the importance of proper risk and resource management throughout the project lifecycle. It's crucial to remember that project management is not a set-it-and-forget-it process but requires ongoing adjustments and revisions. Using techniques such as rolling wave planning and maintaining a risk register can help manage these changes effectively.

Q8 How do you include stakeholders in the preparation of a schedule, communicating the baseline and the impacts of any subsequent change?

Model answer:

Stakeholder engagement is critical to the success of a project, and the project schedule is a key element of this. Here's how you might involve stakeholders in preparing the schedule, communicating the baseline, and discussing any subsequent changes:

1. Involvement in Schedule Preparation

Involve key stakeholders in the preparation of the schedule. This could include brainstorming sessions, meetings, or one-on-one discussions. Their inputs can be invaluable, especially if they have expertise in specific areas or have been involved in similar projects before. They can help identify potential issues or suggest efficiencies that may not have been previously considered.

2. Communicating the Baseline

Once the project schedule has been established, it is important to communicate this 'baseline' to all stakeholders. This gives everyone a clear understanding of what is expected, and when. It also sets the stage for measuring progress and managing changes.

- Share the schedule: Use visual aids such as Gantt charts or project management software, which can offer real-time views into the project schedule.

- Explain key milestones: Clearly outline what will be accomplished by when and highlight important dates or deliverables.

- Clarify responsibilities: Ensure that each stakeholder understands their role and responsibilities relative to the schedule.

3. Managing and Communicating Schedule Changes

Despite best efforts, project schedules often need to change. It's important to manage these changes effectively and communicate them promptly to all stakeholders.

- Change control process: Establish a change control process at the start of the project. This defines how changes to the schedule (or other parts of the project) are proposed, reviewed, approved (or rejected), and implemented.

- Regular updates: Provide regular updates on the project's progress. This could be through scheduled meetings, emails, or a project management dashboard.

- Transparent communication: If changes occur, communicate them as soon as possible. Explain the reason for the change, the impact on the schedule, and any adjustments that stakeholders will need to make.

Remember, effective stakeholder communication is about more than just transmitting information—it's about fostering a two-way dialogue. Encourage questions, feedback, and input from stakeholders throughout the project.

Q9 What are resource-levelling, fast-tracking and crashing when it comes to managing a project's schedule? How might you apply them?

Model answer:

These terms refer to techniques used in project management to manage and adjust the project schedule. Here's what each one means:

1. Resource Leveling: Resource leveling is a technique in project management that involves adjusting the project schedule to balance the demand for limited resources. The main goal of resource leveling is to minimize the fluctuation of resource demand and to avoid over-allocation of resources. It might result in a longer project schedule, but it ensures resources are not overworked or underutilized.

Application: Suppose you have a project where a particular resource, say a team member with specific skills, is over-allocated (i.e., they are needed on multiple tasks that are scheduled at the same time). Using resource leveling, you might reschedule some of these tasks so that they occur sequentially rather than simultaneously, ensuring the team member's workload is evenly distributed over time.

2. Fast Tracking: Fast tracking is a technique used when a project is behind schedule. It involves performing activities or tasks that were initially planned to be done sequentially, in parallel or overlapping them. The risk here is that as more activities are performed in parallel, the complexity and communication needs can increase, potentially leading to more errors or rework.

Application: If your project is behind schedule, and there are tasks that are planned to be done one after another (sequentially), but they do not actually depend on each other, you can fast track by doing these tasks at the same time (in parallel) to save time.

3. Crashing: Crashing is another technique used to shorten the project schedule. It involves allocating more resources to the project to complete it faster. Crashing only works for activities where additional resources will shorten the schedule. It often results in increased cost.

Application: Suppose a particular task is scheduled to take four weeks based on one resource working on it. If you're behind schedule, you might decide to crash the project by assigning an additional resource to that task, potentially halving the time it takes to two weeks. However, the cost would increase because you're paying for an extra resource.

In summary, each of these techniques has a place in project management, but they should be used wisely. Resource leveling is primarily used for more effective resource management, while fast tracking and crashing are used to shorten the project schedule, usually with an increase in cost and/or risk.

Q10 How will accurately documenting schedule progress over the life of a project contribute to the process of project review?

Model answer:

Accurately documenting schedule progress throughout a project's life cycle is crucial to the project review process. Here are several reasons why:

1. Performance Analysis: By documenting progress, you can analyze the actual performance of the project against the planned schedule. This allows you to measure variance and understand if the project is ahead, on, or behind schedule, informing decisions on whether adjustments are needed.

2. Resource Utilization: Regular tracking of schedule progress also provides insights into resource utilization. You can see if resources are over-allocated or underutilized and make necessary adjustments.

3. Risk Management: Monitoring progress can help identify potential risks or issues that could impact the schedule. Early identification of risks allows for quicker mitigation and less impact on the project.

4. Stakeholder Communication: Regularly documented progress helps in maintaining transparency with stakeholders. This increases trust and enables stakeholders to make timely decisions based on current project status.

5. Lessons Learned: Detailed documentation of schedule progress can serve as a valuable resource for future projects. Understanding what went well and what didn't in terms of schedule management can provide lessons for more accurate scheduling in the future.

6. Scope Management: Monitoring schedule progress can help identify scope creep - where additional features or functions are added to the project without considering the impact on time or resources. Scope creep can derail a project and push it off schedule.

7. Change Management: Changes are inevitable in projects. Documenting schedule progress accurately helps in assessing the impact of change requests. If a project is already behind schedule, accepting more changes without adjustments might not be feasible.

In conclusion, proper documentation of schedule progress is a vital aspect of project management. It aids in control and decision-making during the project, facilitates communication with stakeholders, and contributes to continuous improvement in future projects.

Reflection

Reflect on two or more projects you recently contributed to.	Project 1	Project 2
R4 Describe in detail a schedule you prepared for a recent project. *<u>Essential requirements:</u>* *Create a project schedule showing tasks, deliverable milestones, sequence, dependencies and time estimates.*	T 2	
R5 How did you then maintain, monitor and update that project's schedule? *<u>Essential requirements:</u>* *Use relevant tools and techniques to maintain, monitor and update a project schedule.*	T 3	
R6 What time management techniques did you employ to keep the schedule on track? *<u>Essential requirements:</u>* *Apply time-management techniques in a project.*	T 3	

BSBPMG423 Apply project cost management techniques

Performance tasks

T4 Prepare a task-level budget for a professional or personal project.

Essential requirements:

Labour and resources must be fully priced, even if they are notionally 'free'.

Ensure indirect costs are included.

The budget must be presented over time, as per a Gantt chart, with the timing and impact of cash flows considered.

Knowledge questions

Q11 Who are the stakeholders you should engage in project planning to help you improve the quality of your cost estimates?

Model answer:

Engaging the right stakeholders during project planning can significantly improve the accuracy and quality of cost estimates. Key stakeholders often include:

1. Project Sponsor/Client: They provide strategic direction for the project and often have final say on the project budget. They can provide insights into the organization's financial constraints and objectives.

2. Project Manager: The project manager is responsible for overall project planning, execution, and control. They are likely to be involved in every aspect of the project, including cost estimating.

3. Project Team Members: These are the people who will be executing the project tasks. Their input is invaluable as they are likely to have a clear understanding of what it will take to complete their tasks, both in terms of time and resources, which are vital for accurate cost estimation.

4. Subject Matter Experts (SMEs): These individuals have specific expertise related to the project. For example, if the project involves the development of a new software application, a software engineer would be a SME. Their specialized knowledge can help provide more accurate estimates for certain project tasks.

5. Financial Analysts/Accountants: These professionals have expertise in financial management and cost estimation. They can provide guidance on the financial aspects of the project, including cost estimation techniques, and help to ensure that all possible costs have been considered.

6. Procurement Specialists: If the project requires the procurement of goods or services from outside vendors, procurement specialists can provide important input on cost estimates based on their understanding of market rates and conditions.

7. Stakeholders from Similar Past Projects: Individuals who were involved in similar projects in the past can provide valuable historical data and insights that can improve the accuracy of cost estimates.

Remember, the goal of stakeholder engagement in cost estimation is not only to gather as much information as possible but also to ensure that all stakeholders have a shared understanding of the project's costs and financial objectives. This can lead to better decision-making and project outcomes.

Q12 How should you track a project's performance against its budget?

Model answer:

Tracking a project's performance against its budget is critical to ensure the project stays financially healthy and to identify any potential issues as early as possible. Here are some steps you can take:

1. Establish a Baseline Budget: At the beginning of the project, establish a baseline budget that clearly outlines expected costs for each aspect of the project. This will serve as your point of reference against which actual costs will be compared.

2. Implement a Project Accounting System: Use a project accounting or project management system to record all project expenses as they occur. This should include labor costs, materials, outsourced services, and any other costs associated with the project. It should be updated regularly to provide real-time financial data.

3. Regularly Monitor and Report: On a regular basis (weekly, bi-weekly, or monthly depending on your project), compare the actual costs incurred to the baseline budget. This will allow you to track the project's financial performance and identify any variances.

4. Calculate Variance: Variance is the difference between the planned cost and the actual cost. If you are over budget, you'll have a positive variance; if you are under budget, it will be negative. This can help you understand whether you're staying within your budget boundaries.

5. Earned Value Management (EVM): EVM is a project management technique for measuring project performance and progress in an objective manner. It has the ability to combine measurements of scope, schedule, and costs. Key EVM metrics include Cost Performance Index (CPI) and Schedule Performance Index (SPI). A CPI less than 1.0 indicates that the project is over budget, while a CPI greater than 1.0 indicates that the project is under budget.

6. Forecasting: Based on the current spending rate and any identified variances, forecast future spending to completion. This will help you anticipate whether the project will likely go over budget before it happens.

7. Regular Reviews: Conduct regular financial review meetings with key stakeholders to discuss the project's financial performance. This provides an opportunity to discuss any issues and make decisions to correct any deviations from the budget.

Remember, it's essential to have a well-established process for tracking and managing project costs, and a key part of that is regular monitoring and review. Effective cost management contributes to successful project outcomes.

Q13 What should you do if your project looks like it will over-spend its budget?

Model answer:

If a project appears to be heading towards overspending its budget, there are several strategies and steps you can take to bring it back on track:

1. Review and Analyze: First, thoroughly review the budget and all costs to date to understand where the overages are occurring. Are they in labor, materials, equipment, or another area? Understanding the nature of the overspend is critical to resolving the issue.

2. Forecast: Based on the current rate of spending, project how much over budget the project will be if nothing changes. This gives you an idea of the scale of the problem.

3. Identify Root Causes: Try to identify the root cause(s) of the cost overrun. Was the original estimate too low? Have there been unexpected costs? Has there been a change in project scope? Have there been delays that have increased costs? Understanding why the project is over budget will help in finding the right solutions.

4. Develop a Plan: Depending on the root cause, develop a plan to address the overspend. This could involve finding areas where costs can be reduced, determining if there are ways to work more efficiently, or if necessary, negotiating changes in scope or deliverables.

5. Communicate with Stakeholders: Once you have a plan, communicate the situation and proposed solutions with stakeholders. This includes the project team, sponsor, and any other key stakeholders. They should be kept informed of budgetary issues, as it may impact them directly and they may also have useful ideas or solutions.

6. Implement the Plan: Implement the cost-saving measures that have been agreed upon. Monitor their effectiveness closely and be prepared to adjust your plan if necessary.

7. Increase the Budget: In some cases, the only feasible solution may be to request additional funds. If you choose this route, be prepared with solid justifications and a clear plan for how the extra funds will be used.

Remember, it's important to detect and address budget overruns as early as possible. Regular budget monitoring and control is a crucial part of project management.

Q14 What should you do if your project looks like it will under-spend its budget?

Model answer:

If your project looks like it will under-spend its budget, that might initially seem like a good thing – and it can be. However, it's important to consider a few factors and steps:

1. Validate Cost Reporting: Verify that all costs have been reported correctly and that nothing significant has been overlooked. This includes direct costs such as materials and labor, but also indirect costs like overhead.

2. Review the Project's Progress and Quality: Ensure that the project is on track to deliver the expected outputs and that quality is not being compromised. It's possible that under-spending is a result of corners being cut, which could lead to problems down the line.

3. Check the Scope: Ensure that all planned activities are being conducted and that the project scope is being fully delivered. It’s possible that under-spending is occurring because certain activities have been missed or delayed.

4. Assess Future Risks and Costs: There may be upcoming risks or potential costs that have not yet materialized. Ensure these are well assessed and budget is allocated for contingencies.

5. Reallocation of Resources: If, after careful examination, you find that the project is indeed on track to under-spend, you may be able to reallocate surplus budget to other areas of the project that could benefit from extra funds. This could include activities such as additional quality assurance measures, training, or even an enhancement to the project deliverables, provided it doesn't result in scope creep.

6. Return the Savings: If the project can be completed under budget without compromising on quality or scope, the remaining funds could be returned to the organization or client, or possibly allocated to other projects in need.

7. Communicate with Stakeholders: Whether you're reallocating funds or returning them, it's important to communicate these actions with your stakeholders. Transparency is key in maintaining trust and managing expectations.

It's worth noting that while coming in under budget can reflect efficient project management, it could also indicate that the project was overestimated initially. This could be a learning opportunity for improving cost estimation processes in the future.

Q15 How should you finalise (close) a project's budget and costs?

Model answer:

Finalizing or closing a project's budget and costs involves several steps to ensure that all financial obligations have been met and to prepare for the next project. Here's what you should do:

1. Ensure All Costs Are Accounted For: Review all project activities and confirm that all costs have been accurately recorded. This includes direct costs such as labor, materials, and equipment, as well as indirect costs like administrative expenses and overheads.

2. Verify All Invoices Have Been Paid: Check all invoices related to the project and confirm that they have been paid. This includes invoices from vendors, contractors, or any other third parties involved in the project.

3. Final Financial Report: Prepare a final financial report that details the total costs of the project and compares these with the original budget. The report should highlight areas where the project was over or under budget and provide explanations for these variances.

4. Project Audit: Perform a project audit to ensure all financial transactions have been conducted and recorded correctly. This can help detect any errors or inconsistencies and confirm the accuracy of the final financial report.

5. Lessons Learned: As part of your project's closure, conduct a "lessons learned" session focused on the project's financial management. What estimation techniques worked well? Where did the project go over budget, and why? This can provide valuable insights for future projects.

6. Return Unspent Funds: If there are unspent funds at the end of the project, arrange for these to be returned to the funding source, whether that's an internal department within

your organization or an external client. Ensure this process is done transparently and is properly documented.

7. Stakeholder Communication: Communicate the project's final financial status to all relevant stakeholders. This keeps everyone informed and helps to build trust for future projects.

8. Close Accounts: Finally, close out any financial accounts related to the project. This could include bank accounts, credit cards, or vendor accounts. Ensure that this process is done in accordance with your organization's financial policies and procedures.

Remember, closing out a project's budget and costs isn't just about tying up loose ends. It's also an opportunity to reflect on the project's financial management and learn from the experience to improve future projects.

Reflection

Reflect on two or more projects you recently contributed to.	Project 1	Project 2
R7 How do you monitor income and expenditure against your project's budget? *Essential requirements:* *Monitor income and expenditure against project budget and established cost estimates at predetermined intervals.*	T 4	
R8 Give examples of a couple of times you needed to vary your project's budget? How do you go about it? *Essential requirements:* Must be examples from at least two different projects. *Identify and report variations in budget using established project cost methods, techniques and tools.* *Assist in managing budget and costs using established cost management strategies and processes.* *Confirm cost objectives remain achievable throughout project life cycle.* *Update cost estimates and budget according to income and expenditure.*		
R9 What cost and budget management lessons have you learned from previous projects? **How will you ensure these lessons are carried forward to future projects?**		

<u>Essential requirements:</u> Must be examples from at least two different projects. *Contribute to developing cost management strategies and processes.* *Seek feedback and identify cost-management improvements.* *Document cost-management improvements based on feedback received.*		

BSBPMG429 Apply project stakeholder engagement techniques

Performance tasks

T5 Prepare a stakeholder register and engagement plan for a professional or personal project.

Essential requirements:

A broad mix of stakeholder categories, preferences and engagement techniques.

At least one stakeholder in a governance role

A minimum of five entries.

Engagement strategy (for a minimum of three (3) tasks or milestones) per stakeholder

Knowledge questions

Q16 How might you comprehensively identify the stakeholders in your project?

Model answer:

Identifying stakeholders is one of the first and most important steps in a project, as they can significantly influence the project's outcome. Here's how you might comprehensively identify stakeholders in your project:

1. Brainstorming: Start by brainstorming a list of all possible stakeholders with your project team. Stakeholders can be anyone who is affected by, has influence or power over, or has an interest in the project.

2. Review Project Charter and Other Documents: The project charter, project management plan, and other planning documents often contain information that can help identify stakeholders.

3. Interviews and Surveys: Conduct interviews or surveys with known stakeholders to identify others that might be impacted by or interested in the project.

4. Look at Organizational Structures: Review the organizational chart or structures of the organizations involved in the project. This can help identify key decision-makers and other individuals who may be stakeholders.

5. Consider External Entities: Don't forget to consider external stakeholders. Depending on the project, this could include customers, suppliers, investors, government agencies, community groups, and the public.

6. Identify Competitors: In some cases, competitors might also be important stakeholders, especially if your project could affect the market or industry.

7. Use Stakeholder Analysis Tools: Use stakeholder analysis tools, such as stakeholder maps or power-interest grids, to help identify stakeholders. These tools can also help determine the level of interest and influence each stakeholder has, which can guide your stakeholder engagement strategy.

8. Review Previous Similar Projects: Look at stakeholder lists from previous similar projects. While not all stakeholders will be the same, it can provide a good starting point.

9. Engage Subject Matter Experts (SMEs): Engage SMEs who understand the nature of the project and can provide insights into potential stakeholders based on their expertise and experience.

Remember, identifying stakeholders is not a one-time activity. It should be revisited regularly throughout the project, as stakeholders can change over time. The more comprehensive your identification of stakeholders, the more likely your project will be successful in meeting the needs and expectations of those affected by or interested in the project.

Q17 How might you prioritise the competing needs of stakeholders?

Model answer:

Prioritizing the competing needs of stakeholders is a common challenge in project management. Here are several strategies you can use to effectively manage this process:

1. Stakeholder Analysis: Perform a stakeholder analysis to understand the influence, power, interest, and impact of each stakeholder. Tools like the power-interest grid can help you categorize stakeholders based on their level of authority ("power") and their level of concern ("interest") regarding the project outcomes.

2. Prioritize According to Project Goals: The ultimate goal of the project should guide the prioritization process. If a stakeholder's needs align more closely with the project's objectives, they should be given higher priority.

3. Assess Impact: Consider the potential impact each stakeholder could have on the project. Stakeholders with the ability to significantly impact the project's success, positively or negatively, should often be given more attention.

4. Balance Short-Term and Long-Term Needs: Some stakeholders may have needs focused on the project's immediate outcomes, while others may be more concerned with its long-term effects. Try to find a balance between these needs where possible.

5. Communicate and Negotiate: Open communication and negotiation are key to managing competing stakeholder needs. Keep stakeholders informed about why certain decisions are made, and be open to their input. If compromises need to be made, ensure they're made in a fair and transparent manner.

6. Establish Clear Criteria: Create a set of criteria for decision-making that all stakeholders agree upon. This can help to manage expectations and prevent conflicts.

7. Use a Decision-Making Process: Utilize a decision-making process, such as multi-criteria decision analysis (MCDA), to prioritize needs. This involves ranking needs based on predefined criteria and can help to make the prioritization process more objective and transparent.

8. Regular Reviews: Stakeholder needs and project priorities may change over time. Regularly review and adjust your stakeholder management strategy to reflect these changes.

Remember, managing competing stakeholder needs is often more of an art than a science. It requires diplomacy, communication, and sometimes difficult decision-making. But with a clear understanding of your stakeholders and a systematic approach, it's a manageable task.

Q18 How will the priority you assign stakeholders inform the way you engage with them? What other factors might influence this?

Model answer:

The priority you assign to stakeholders significantly informs the way you engage with them. Here's how it generally works:

1. High-Priority Stakeholders: Stakeholders with high influence and high interest in your project often require frequent and detailed communication. This group may include top management, project sponsors, key clients, or regulatory bodies. Regular updates, personal interactions, and prompt responses to queries are usually necessary to keep these stakeholders satisfied and supportive.

2. Medium-Priority Stakeholders: Stakeholders with high influence but less interest still require adequate attention, but you may be able to provide less frequent updates. Similarly, stakeholders with high interest but less influence may need to be kept informed and consulted, but might not require the same level of detailed interaction.

3. Low-Priority Stakeholders: Stakeholders with low influence and low interest need the least engagement. They should receive necessary communications to keep them informed, but typically won't require detailed or frequent interaction.

Besides the stakeholder's priority, other factors that might influence your engagement strategy include:

1. Stakeholder's Information Needs: Some stakeholders might require detailed technical information, while others may prefer high-level updates. Understanding each stakeholder's information needs can help you tailor your communication accordingly.

2. Stakeholder's Preferred Communication Style: Some stakeholders might prefer face-to-face meetings, while others might prefer email updates or reports. Aligning with their communication preference can increase their engagement.

3. Project Phase: The phase of the project can also impact how you engage stakeholders. For example, during the initiation phase, you might need more engagement from stakeholders to define project objectives, whereas during execution, engagement might focus more on progress updates.

4. Cultural Factors: If your stakeholders are from different cultures, you might need to adjust your communication style and approach accordingly.

5. Stakeholder's Attitude: The attitude of stakeholders towards the project (positive, neutral, negative) can also influence how you engage with them. For example, you may need to invest more time and effort in communicating with stakeholders who are resistant to or critical of the project.

By tailoring your engagement strategy to each stakeholder's priority level and considering these other factors, you can help ensure all stakeholders are appropriately informed and involved, which can greatly contribute to your project's success.

Q19 How will you know if you are effectively engaging with stakeholders in support of a project's objectives? What can you do if things are going wrong?

Model answer:

Knowing whether you're effectively engaging with stakeholders can be determined through various indicators:

1. Feedback from Stakeholders: Regular feedback from stakeholders is a good way to gauge if your engagement efforts are effective. Are stakeholders expressing satisfaction with the project's progress and their involvement? If they express dissatisfaction, it may indicate a need to adjust your approach.

2. Stakeholder Participation: Effective engagement usually results in active stakeholder participation. If stakeholders are participating in meetings, providing valuable input, and responding to communications, it's a good sign that engagement is going well.

3. Project Progress: If your project is progressing smoothly towards its objectives without unexpected roadblocks or resistance, this is often a positive sign of effective stakeholder engagement.

4. Alignment of Expectations: Are stakeholders' expectations aligned with the project's objectives and progress? Misalignment could indicate a lack of effective communication or engagement.

If things are not going well, here are steps you can take:

1. Identify the Issue: First, try to identify the specific issues. Are stakeholders not responding to communications? Are they expressing dissatisfaction or confusion about the project's direction? Understanding the problems is the first step towards addressing them.

2. Increase Communication: It may be that stakeholders are not being kept sufficiently informed about the project's progress, which can lead to confusion or apathy. Increase the frequency or detail of your communication, or consider using different communication methods that might be more effective.

3. Revisit Expectations: If stakeholders' expectations are not aligned with the project's progress, it might be time to revisit these expectations. Make sure that the project's objectives, timeline, and deliverables are clearly communicated and understood by all stakeholders.

4. Personal Engagement: If certain stakeholders are not effectively engaged, consider meeting with them personally to understand their concerns or issues. Personal engagement can often be more effective than mass communications.

5. Seek Feedback and Adjust Strategy: Actively seek feedback from stakeholders on how the engagement process can be improved, and be open to adjusting your strategy based on this feedback.

Remember, stakeholder engagement is not a one-size-fits-all process. It requires continuous effort, monitoring, and adjustment to ensure it's effective and supports the project's objectives.

Q20 How can you continually improve your stakeholder engagement, from project to project?

Model answer:

Stakeholder engagement is a critical aspect of successful project management. Here are several strategies to continually improve your stakeholder engagement from project to project:

1. Lessons Learned: At the end of each project, conduct a 'lessons learned' session with your team. What worked well? What didn't? Where were there gaps in your stakeholder engagement strategy? Understanding the successes and failures of your past projects can provide a solid foundation for improvement.

2. Stakeholder Feedback: Actively seek and encourage feedback from stakeholders. Understanding their perspectives can provide valuable insights into your engagement efforts. You might use surveys, interviews, or informal conversations to collect this feedback.

3. Benchmarking: Look at how other organizations or projects are managing their stakeholder engagement. Are there strategies or tools they're using that you could adopt?

4. Training and Development: Invest in training for you and your team to develop skills in stakeholder engagement, communication, conflict resolution, and negotiation.

5. Stakeholder Analysis: Regularly conduct stakeholder analysis. By understanding who your stakeholders are, what their interests and concerns are, and how they prefer to be communicated with, you can tailor your engagement strategy to be more effective.

6. Improve Communication: Effective communication is key to stakeholder engagement. Look for ways to improve the clarity, frequency, and methods of your communication.

7. Continually Review and Adapt: Stakeholder engagement isn't static. Stakeholders, their interests, and their influences can change over time. Continually review and adapt your engagement strategy to reflect these changes.

8. Use Technology: Consider using project management software or other technology to streamline communication, share information, and manage stakeholder engagement more efficiently.

9. Establish Clear Goals and Expectations: Make sure stakeholders understand the project's goals, their role in the project, and what is expected of them. Clear expectations can prevent misunderstandings and conflicts.

10. Empathy and Understanding: Ultimately, effective stakeholder engagement is about relationships. Strive to understand your stakeholders' perspectives and needs, and demonstrate empathy in your interactions with them.

By continually seeking to improve your stakeholder engagement strategy, you can build stronger relationships with stakeholders, improve your project outcomes, and enhance your reputation as a project manager.

Reflection

Reflect on two or more projects you recently contributed to.	Project 1	Project 2
R10 How do you work with others to establish various stakeholder needs and interests?		

Essential requirements: Process must have been applied to at least two different projects. *Work with others to establish various stakeholders needs and interests.*		
R11 What interpersonal skills and communication techniques do you use when engaging with stakeholders? *Essential requirements:* Must be examples from at least two different projects. *Engage with project stakeholders using effective interpersonal skills and appropriate methods of communication.*		
R12 Give an example from a project where you got stakeholder communication right. Give an example from a different project where you got it wrong! *Essential requirements:* Must be examples from at least two different projects. Challenge them on why they got it right or wrong. *Select and use communications methods relevant to the project needs and stakeholder expectations.*		

BSBPMG425 Apply project information management and communications techniques

Performance tasks

There is no performance task for this unit.

Knowledge questions

Q21 What are the typical policies and procedures in an organisation that govern communication?

Model answer:

Every organization has a set of policies and procedures that govern communication. These can vary widely depending on the organization's size, industry, culture, and other factors, but here are some of the typical ones:

1. Email Policy: These policies often govern the appropriate use of company email, including guidelines on the content, attachments, frequency, and confidentiality of emails. It may also outline procedures for the retention and deletion of emails.

2. Social Media Policy: This outlines how employees can use social media in a professional context, including what information can be shared about the company, and how to handle negative comments or criticism.

3. Internet Usage Policy: This policy may include rules about acceptable internet use during work hours, including guidelines on visiting non-work-related sites.

4. Data Security Policy: This policy typically outlines the measures employees must take to secure electronic communication, such as encrypting sensitive emails, regularly updating passwords, and not sharing confidential information outside the company.

5. Code of Conduct: A code of conduct usually includes guidelines on how employees should communicate with each other, with clients, and with external parties. This often includes rules about respect, non-discrimination, and harassment.

6. Privacy Policy: Privacy policies outline how personal data should be handled in communication, including how it can be collected, stored, used, and shared.

7. Public Relations Policy: This often includes rules about who can speak to the media or make public statements on behalf of the company, and the approval processes for such communications.

8. Crisis Communication Policy: This outlines how communication should be handled in a crisis or emergency situation, including who should be notified, who can make public statements, and how information should be disseminated.

9. Meeting Protocol: Guidelines on conducting and participating in meetings, such as scheduling procedures, required attendees, agenda-setting, decision-making processes, and record-keeping.

It's important for all employees to be aware of and understand these policies and procedures, as they help to ensure clear, effective, and appropriate communication within and outside the organization. If you're unsure about the policies in your own organization,

check with your manager or HR department. They should be able to provide you with the necessary information or direct you to where it can be found..

Q22 How should you store project data in a way that is both secure and auditable?

Model answer:

The process of storing project data involves managing a lot of sensitive information. To do this effectively, the data must be secure to protect confidentiality, and auditable to ensure compliance with regulations and to track changes over time. Here are some steps to store project data securely and in an auditable manner:

1. Choose a Secure Storage System: Use a secure, reliable system to store your project data. This could be a secure cloud-based storage service or an on-premise server. The system should be protected with strong security measures, including firewalls, encryption, and regular security updates.

2. Access Control: Implement strong access control measures. Only authorized individuals should have access to project data, and different levels of access should be given based on roles. For instance, project managers might have access to all project data, while team members only have access to relevant sections.

3. Data Encryption: Encrypt sensitive data both in transit and at rest. Encryption converts data into a code to prevent unauthorized access.

4. Backup and Recovery: Regularly back up project data to ensure it can be recovered in case of data loss. Also, have a disaster recovery plan in place to handle scenarios like data breaches or system failures.

5. Audit Trails: Enable audit logging to track who accesses data and what changes are made. Audit logs are crucial for reviewing and investigating actions taken within the system.

6. Regular Audits: Conduct regular audits of your data security practices to identify potential vulnerabilities and ensure compliance with relevant regulations.

7. Data Retention Policy: Have a clear data retention policy that stipulates how long different types of data should be stored, and when and how they should be disposed of.

8. Training: Train all project team members on the importance of data security and their role in ensuring it. This should cover secure data handling practices and how to identify and report security threats.

9. Use of Project Management Software: Use project management software with robust security features and detailed audit logs. This allows for secure storage, easy access, and tracking of project data.

10. Regular Updates and Patches: Keep all systems, software, and devices that process and store data up-to-date with the latest security patches.

By following these steps, you can ensure that your project data is stored securely and is available for audit when needed. This not only helps protect the integrity of your project but also builds trust with stakeholders and clients.

Q23 What feedback can you seek from stakeholders on how you manage and communicate information?

Model answer:

Stakeholder feedback is a critical component of successful project management, particularly in terms of information management and communication. Here are some areas where you can seek stakeholder feedback:

1. Frequency of Communication: Ask stakeholders whether they feel they're being updated too often, not often enough, or if the frequency is just right.

2. Clarity of Communication: Is the information being communicated clearly? Do stakeholders understand the project status, risks, changes, and other relevant information?

3. Relevance of Information: Are the updates relevant to the stakeholder? Are they receiving too much detail, not enough, or the right amount of information?

4. Communication Channels: Do stakeholders prefer email, meetings, phone calls, project management software, or another form of communication? Are the current channels effective, or are there others they would prefer?

5. Responsiveness: How well do stakeholders feel their queries or concerns are being responded to? Is the turnaround time satisfactory?

6. Engagement: Do stakeholders feel they're being appropriately engaged and their input is being valued?

7. Meeting Effectiveness: If meetings are a primary communication tool, ask for feedback on their effectiveness. Are they concise, well-managed, and focused? Are meeting agendas and minutes provided in a timely manner?

8. Accessibility of Information: Is project information easily accessible when stakeholders need it? Is the project management tool or system user-friendly and efficient?

9. Confidentiality and Data Management: Do stakeholders feel their information is being handled securely and confidentially?

To gather this feedback, you can use various methods such as one-on-one meetings, group discussions, surveys, or anonymous feedback tools. Remember, the goal is to continuously improve your project communication and management processes, so it's important to be open and responsive to the feedback you receive.

Q24 How can you use that feedback to improve policies and procedures?

Model answer:

Feedback from stakeholders is invaluable for improving policies and procedures, particularly around communication and information management. Here are some steps on how you can leverage this feedback:

1. Identify Key Issues and Opportunities: Review the feedback and identify common themes or recurring issues. Look for opportunities for improvement, as well as areas where stakeholders are satisfied, which can be used as best practices.

2. Prioritize Changes: Some changes may have a greater impact on stakeholder satisfaction and project outcomes than others. Prioritize based on the potential impact, the feasibility of implementing the change, and alignment with organizational and project goals.

3. Revise Policies and Procedures: Based on the feedback and your priorities, begin revising your policies and procedures. This might involve changing communication frequency, trying different communication channels, adjusting meeting formats, or implementing new data management practices.

4. Communicate Changes: Once changes are made, communicate these back to stakeholders. Let them know that their feedback has been taken into account and detail how procedures will change moving forward. This not only keeps them informed but also shows that you value their input.

5. Train Staff: Ensure all team members understand the new policies and procedures. This might involve formal training sessions, or simply communicating the changes and expectations via email or a team meeting.

6. Monitor and Review: After implementing changes, monitor the effects. Is there improved stakeholder satisfaction? Are the new procedures working as intended? Regularly reviewing the impact of your changes can help you continuously improve and make further adjustments as necessary.

7. Encourage Ongoing Feedback: Make it clear to stakeholders that their feedback is always welcome and that the improvement process is continuous. Regularly invite feedback, and show that it is valued and acted upon.

Remember, the goal is to enhance stakeholder satisfaction and project success by optimizing the way you manage and communicate information. Stakeholder feedback is a key tool in achieving this.

Reflection

Reflect on two or more projects you recently contributed to.	Project 1	Project 2
R13 How have you successfully planned and implemented a communication strategy for managing your projects? *Essential requirements:* Process must have been applied to at least two different projects. *Plan and implement necessary communications for a workplace project.*		
R14 Over the course of your career, how has your approach to project communication changed or improved? *Essential requirements:* Must show the journey across at least two different projects.		

Evaluate and review the above project communication outcomes and make recommendations for future improvements.		

BSBPMG427 Apply project procurement procedures

Performance tasks

T6 Prepare a request for proposal (RFP) for a procurement related to a professional or personal project.

Essential requirements:

All fields must be sufficiently detailed.

Knowledge questions

Q25 What process should you follow to identify and select suppliers of goods and services for a project?

Model answer:

The process of selecting suppliers for goods and services involves several steps to ensure you get the best value and fit for your project needs. Here are the general steps that you can follow:

1. Define Your Needs: Identify exactly what you need in terms of goods and services for your project. Be as specific as possible about the requirements, including quantity, quality, timelines, and budget constraints.

2. Supplier Identification: Research potential suppliers that can provide what you need. This could involve online research, referrals, or contacting trade associations. Create a list of potential suppliers.

3. Request for Information (RFI): If necessary, an RFI can be sent to potential suppliers to get more information about their capabilities, experience, and suitability to your needs.

4. Request for Proposal (RFP) or Request for Quotation (RFQ): Once you've narrowed down your list, send an RFP or RFQ to the potential suppliers. This document should detail your requirements and ask for a proposal or quote from the supplier on how they will meet those requirements and at what cost.

5. Evaluate Proposals/Quotes: Evaluate the responses from each supplier against a set of criteria. This could include price, quality, delivery times, service, reliability, and supplier reputation. You might also consider factors like the supplier's sustainability practices or alignment with your company values.

6. Negotiate Terms: Once you've selected a preferred supplier, negotiate the terms of the contract. This could involve price negotiations, delivery schedules, payment terms, and the scope of services.

7. Formalize Contract: Formalize the agreement with your chosen supplier through a contract. This contract should outline all the terms and conditions agreed upon during negotiation.

8. Review Performance: Monitor the supplier's performance throughout the project to ensure they meet the terms of the contract. Regularly review and provide feedback.

9. Post-Project Evaluation: After the project is completed, evaluate the supplier's performance. Did they meet expectations? Were there any issues? This evaluation can inform future supplier selection processes.

Remember that selecting a supplier is not just about finding the lowest cost, but also about finding a supplier that you can build a long-term relationship with, who understands your business and can consistently meet your needs.

Q26 What information should you include in a contract?

Model answer:

Contracts are critical in defining the terms and conditions of an agreement, outlining expectations and obligations for both parties. While the specifics can vary depending on the nature of the project and the agreement, a typical contract might include the following information:

1. Parties Involved: Clearly identify the parties involved in the contract, typically the buyer and the supplier.

2. Scope of Work: Describe in detail the goods or services that the supplier is expected to provide. This can include product specifications, deliverables, milestones, or any other aspect that defines the work to be done.

3. Price and Payment Terms: Specify the agreed-upon price for the goods or services and the terms of payment. This might include payment schedule, the form of payment, and conditions for any additional costs.

4. Delivery Terms: Outline when and how the goods or services will be delivered. This may also include delivery location, packaging and transportation requirements, and who bears the risk of loss or damage during transport.

5. Contract Duration: Specify the start and end date of the contract, and any conditions for renewal or extension.

6. Performance Standards: Define the standards or benchmarks that the supplier's performance will be measured against. This can also include any testing or inspection processes.

7. Penalties for Non-Performance: Specify the consequences if the supplier fails to meet the obligations of the contract. This can include penalties, the right to terminate the contract, or remediation steps.

8. Termination Clauses: Specify conditions under which the contract can be terminated, by either party, including any notice requirements.

9. Dispute Resolution: Describe how any disputes that arise will be resolved, whether through negotiation, mediation, arbitration, or court proceedings.

10. Confidentiality Clause: If applicable, include a clause that restricts both parties from sharing proprietary or confidential information.

11. Force Majeure: This clause frees both parties from liability or obligation in case of an event beyond their control, such as a natural disaster, war, or "act of God".

12. Applicable Law: Identify the law or jurisdiction that will govern the contract.

13. Signatures: Each party should sign and date the contract, indicating their agreement to the terms and conditions.

Given the legal nature of contracts, it's advisable to involve a legal expert in drafting and reviewing contract terms to ensure they accurately reflect the agreement and protect your interests.

Q27 How should you monitor and control the work of project contractors?

Model answer:

Monitoring and controlling the work of project contractors is critical to ensuring the successful completion of your project. Here's how you can effectively manage this:

1. Clear Expectations: Establish clear expectations from the onset. Make sure contractors understand the scope of work, deliverables, timelines, quality standards, and any other key expectations. This should be outlined in the contract.

2. Communication: Regular, open communication is key. This could be in the form of regular meetings, updates, or check-ins. Ensure there are open channels for contractors to ask questions, raise concerns, or provide updates.

3. Progress Reports: Ask for regular progress reports from the contractor. This could be weekly, biweekly, or monthly, depending on the length and complexity of the project. These reports should detail the work completed, any issues encountered, and the plan for the upcoming period.

4. Milestone Reviews: Review the contractor's work at key project milestones. This gives you the opportunity to assess their progress, provide feedback, and make any necessary adjustments.

5. Audits and Inspections: Depending on the nature of the work, you might need to conduct audits or inspections. This could be to assess the quality of the work, compliance with regulations, or adherence to safety standards.

6. Performance Metrics: Use performance metrics to assess the contractor's performance. This could be based on factors like quality of work, timeliness, cost-effectiveness, or adherence to safety standards.

7. Contract Compliance: Regularly review the contractor's compliance with the terms of the contract. This includes not just the delivery of work, but also factors like confidentiality, data security, or any other contractual obligations.

8. Issue Resolution: Be proactive in resolving any issues that arise. This could be through negotiation, mediation, or in accordance with any dispute resolution process outlined in the contract.

9. Feedback and Evaluation: Provide regular feedback to the contractor. After the project, conduct a formal evaluation of their performance. This can be used for future reference and to improve contractor management processes.

10. Contract Close-out: Once the project is completed, conduct a contract close-out process. This might include final payments, return of any materials or resources, and an official acknowledgement of contract completion.

Remember, effective contractor management is a balance of oversight and trust. While you need to monitor their work, it's also important to build a good working relationship based on trust and mutual respect.

Q28 What records should you keep on each procurement?

Model answer:

Maintaining comprehensive records for each procurement is a crucial part of effective project management. These records not only ensure transparency and accountability but can also serve as valuable references for future projects. Here are some of the key records you should keep on each procurement:

1. Procurement Plan: This document outlines your strategy for procuring goods or services, including your approach to sourcing suppliers, the contract type you plan to use, and your plan for managing risks.

2. Vendor/Supplier Selection Documentation: This includes the Request for Proposal (RFP) or Request for Quotation (RFQ), vendor proposals, your evaluation criteria and scoring, and your final vendor selection rationale.

3. Contract: The contract with your supplier is a critical document. It includes terms such as scope of work, delivery timelines, payment terms, and other conditions.

4. Purchase Orders: These are the official documents sent to suppliers to confirm a purchase, outlining the goods or services to be supplied, the price, and delivery instructions.

5. Delivery Records: These could include shipping and receiving logs, confirmation of receipt, and any inspection or acceptance testing records.

6. Invoice and Payment Records: These include supplier invoices, your record of payments made, and any other relevant financial documentation.

7. Change Orders: Any changes to the scope of work, delivery schedule, or other contract terms should be documented in change orders.

8. Communication Records: Maintain a record of important communication with suppliers, including emails, meeting minutes, and other correspondence.

9. Performance Reports: These reports track the supplier's performance against the contract terms, including the quality of goods or services delivered, adherence to schedule, and any issues or challenges encountered.

10. Dispute Records: If any disputes arise, keep detailed records of the issue, any negotiations or resolution attempts, and the final outcome.

11. Close-out Report: Once the contract is complete, a close-out report summarizes the procurement process, the supplier's performance, any issues encountered, and lessons learned.

Remember, these records should be stored in a secure, organized, and easily accessible manner to ensure they can be referenced as needed for audits, disputes, or future procurement activities.

Q29 How might those records and other stakeholder feedback inform future procurement policies and procedures?

Model answer:

Maintaining comprehensive procurement records and gathering stakeholder feedback are critical aspects of improving and evolving procurement policies and procedures. They provide historical data and insight that can be used to refine the procurement process and mitigate risks in future projects. Here's how they can inform future procurement policies and procedures:

1. Vendor Performance: Records on supplier performance can be used to develop a preferred supplier list or to blacklist problematic suppliers. It can also provide insight into what types of suppliers are best suited to your needs.

2. Efficiency of Procurement Processes: Analysis of procurement records can help identify bottlenecks or inefficiencies in your processes. For example, you may find that a certain stage in the vendor selection process consistently causes delays and needs to be streamlined.

3. Risk Management: Procurement records can provide valuable data for managing risks. By reviewing issues that arose in past projects, you can put measures in place to prevent these problems in the future.

4. Cost Control: Reviewing cost records can help identify areas where costs can be reduced, or where budgeting needs to be more accurate. It can also help in negotiating prices with suppliers.

5. Contract Management: By examining past contracts, you can improve your contract terms to better protect your interests. This could include better definitions of scope, clearer delivery terms, or more effective dispute resolution clauses.

6. Stakeholder Satisfaction: Stakeholder feedback can provide insight into how well the procurement process is meeting the needs of the project and the team. This can help inform changes to improve satisfaction.

7. Legal Compliance: Review of procurement records can also help ensure that your procedures are in compliance with any relevant laws or regulations, and make necessary adjustments if they're not.

8. Lessons Learned: Overall, these records and feedback allow you to perform a "lessons learned" analysis for continuous improvement. By understanding what worked well and what didn't, you can implement changes to your procurement policies and procedures to increase efficiency, cost-effectiveness, and success in future projects.

Remember, this is a continuous process – regular review of procurement records and stakeholder feedback should be integrated into your project management procedures to ensure ongoing improvement.

Reflection

Reflect on two or more projects you recently contributed to.	Project 1	Project 2
R15 Give an example of how you have gone to market with a procurement need for a project. *Essential requirements:* *Document procurement requirements for a workplace project, including clear descriptions of product and service, quality specifications, resource identification, supply and delivery requirements and supply and engagement metrics.*	T 6	
R16 Give an example from a project where you made a successful procurement. Give an example from a different project where you got it wrong! *Essential requirements:* Must be examples from at least two different projects. Challenge them on why they got it right or wrong. *Apply procurement-management procedures to a workplace project, including selection criteria, testing and accepting, monitoring and receiving supplies.*		
R17 Describe the steps you follow to ensure your procurements are successfully closed. *Essential requirements:* Process must have been applied to at least two different projects. *Finalise procurement agreements.*		

BSBPMG426 Apply project risk management techniques

Performance tasks

T7 Prepare a risk register and management plan or a relevant professional or personal project.

Essential requirements:

A minimum of five entries.

All fields must be sufficiently detailed.

Knowledge questions

Q30 What principles should you keep in mind when identifying project risks?

Model answer:

Identifying project risks is a key part of successful project management. Here are some guiding principles to keep in mind when performing risk identification:

1. Comprehensiveness: Risk identification should be thorough and cover all aspects of the project. This includes internal and external risks, positive (opportunities) and negative (threats) risks, and risks across all phases of the project lifecycle.

2. Inclusivity: Engage all relevant stakeholders in the risk identification process. Different perspectives can help uncover risks that might be overlooked by a single person or function. This could include the project team, subject matter experts, customers, suppliers, or other key stakeholders.

3. Systematic Approach: Risk identification should follow a systematic and structured process. This could include methods such as brainstorming, SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), Delphi technique (collecting expert opinions), or use of risk checklists and prompt lists.

4. Regular Review: Risks aren't static - they can change as the project progresses. Regularly review and update your risk register to ensure it remains current.

5. Risk Factors: Consider all relevant risk factors. This could include technical complexities, resource availability, regulatory environment, market conditions, or other project-specific factors.

6. Historical Data: Review historical data from similar past projects. Lessons learned from these projects can help identify potential risks for current and future projects.

7. Forward Thinking: Be forward-looking. Consider potential future changes that could impact your project, such as evolving technology, market trends, or regulatory changes.

8. Documentation: Document all identified risks in a risk register. This should include a description of the risk, its potential impact, and its probability.

9. Risk Ownership: Assign a risk owner for each identified risk. The owner should be responsible for managing the risk and implementing the response strategy.

10. Response Planning: While the main focus is on identifying risks, it's useful to start thinking about potential risk response strategies. This includes whether to accept, avoid, transfer, or mitigate each risk.

Remember, the goal of risk identification is not to eliminate all risks (which is rarely possible), but to understand and plan for them to the best of your ability. A robust risk identification process lays the foundation for effective risk management throughout the project.

Q31 How should you prioritise project risks?

Model answer:

Prioritising project risks is an important step in risk management. It helps to focus efforts and resources on the risks that could have the greatest impact on your project. Here's how to prioritise project risks:

1. Risk Assessment: The first step is to assess each identified risk in terms of its likelihood of occurrence and potential impact on the project. This is typically done through a process of risk analysis, which can be qualitative or quantitative.

2. Risk Matrix: A common tool used to prioritise risks is the risk matrix (or risk map). This is a grid that plots the likelihood of each risk on one axis and its impact on the other. Risks that are both likely and high impact fall into the top-right quadrant of the matrix, indicating they should be the highest priority.

3. Risk Scoring: Another approach is to assign a risk score to each risk, based on its likelihood and impact. The score is calculated by multiplying the likelihood and impact ratings (which might be on a scale of 1-10, for example). The higher the score, the higher the priority.

4. Risk Tolerance: Consider the risk tolerance or appetite of your organisation or stakeholders. Some may be more willing to accept certain types of risks, which could influence their priority.

5. Risk Categories: You can also categorise risks based on their nature (e.g., technical, financial, operational, etc.). High priority might be given to categories that are most critical to your project.

6. Urgency: Some risks might require immediate action, even if their overall score isn't the highest. This could be due to a rapidly closing window of opportunity or a risk that could have a cascading effect on other aspects of the project.

7. Risk Interdependencies: Consider the interdependencies between risks. Some risks might trigger others, or the impact of one risk could be amplified by another. These risk chains should be given higher priority.

Once risks are prioritised, you can focus your risk response planning efforts on the highest priority risks. But remember, risk priorities can change as your project progresses and new information becomes available, so regular review and re-prioritisation are key.

Q32 What are some of the things you can do to treat project risks? Give examples.

Model answer:

Treating project risks means developing strategies to manage them. Typically, there are four main strategies for dealing with risk: Avoidance, Transference, Mitigation, and Acceptance. Each of these can be appropriate depending on the nature of the risk and the context of the project:

1. Avoidance: This strategy involves changing the project plan to eliminate the risk or to protect the project objectives from its impact.

Example: If there's a high risk associated with using a new technology due to lack of expertise within the team, the project plan could be revised to use a familiar technology instead.

2. Transference: This means passing the risk to a third party along with the ownership of the response. This doesn't eliminate the risk but can reduce its impact on the project.

Example: Insurance is a form of risk transference. If there's a risk of damage to project equipment, an insurance policy could transfer that financial risk to the insurer. Another example is using contracts to transfer certain risks to vendors or subcontractors.

3. Mitigation: This approach aims to reduce the probability of occurrence or impact of a risk.

Example: If there's a risk of project delays due to dependence on a single key supplier, a mitigation strategy could be to identify backup suppliers or to increase inventory of key supplies.

4. Acceptance: Some risks may be accepted if their likelihood or impact is low, or if the cost of treating them is greater than the potential impact. This could be passive acceptance (just acknowledging the risk and responding if it occurs) or active acceptance (setting aside contingency resources to handle the risk if it occurs).

Example: A small risk of minor cost overruns might be accepted, with funds allocated in the project budget to cover potential overruns.

A fifth strategy is Exploitation, which is used for positive risks or opportunities. This aims to ensure the opportunity is realized.

Example: If there's a chance of finishing the project ahead of schedule if extra resources are obtained, an exploitation strategy could involve allocating the additional resources to make sure the project is completed early.

In all cases, it's important to assign a risk owner who is responsible for implementing the risk response strategy and monitoring the risk. Also, the chosen strategy should be documented in the risk register, along with the details of the risk and its potential impact.

Q33 How should you track (monitor and control) project risks?

Model answer:

Monitoring and controlling project risks is an ongoing process throughout the project lifecycle. The goal is to track identified risks, uncover new risks, and ensure the effectiveness of risk response plans. Here are some steps to track (monitor and control) project risks:

1. Update Risk Register: The risk register, a document where all details about identified project risks are recorded, should be regularly updated. This includes information on risk probability, impact, priority, response strategies, and assigned owners.

2. Track Risk Triggers: Risk triggers are symptoms or warning signs that a risk event is about to occur. By monitoring these triggers, you can catch risks early and respond before they become issues.

3. Perform Regular Risk Reviews: Schedule regular risk review meetings with your project team and stakeholders. These meetings can help you understand the status of current risks and identify new ones. The frequency of these reviews depends on the nature and complexity of your project.

4. Measure Effectiveness of Risk Responses: For risks where response plans have been implemented, assess whether these strategies are working as intended. If a risk response strategy is not effective, it may need to be revised.

5. Risk Audits: Risk audits are in-depth examinations of how risks are being managed in the project. They can help identify strengths and weaknesses in your risk management process, and suggest improvements.

6. Report on Risk Management: Provide regular updates on risk management to stakeholders. This could be part of your regular project status reporting, or separate risk reports for high-risk projects.

7. Update Risk Management Plan: The risk management plan outlines how risks are managed on your project. It should be updated as necessary to reflect changes in how you manage risks.

8. Document Lessons Learned: At the end of the project, or after major project phases, document what was learned about managing risks. This can help improve risk management on future projects.

Remember, the goal of risk tracking isn't to eliminate all risks—that's usually not possible. Instead, the aim is to understand the risks, keep them under control, and ensure that the project can still achieve its objectives even when risks materialize.

Q34 How should you review your risk management processes and continually improve as an organisation?

Model answer:

Continuous improvement is an essential part of any process, including risk management. It ensures that the process stays effective and relevant over time, and it enables learning and growth within the organisation. Here's how you can review and continually improve your risk management processes:

1. Conduct Regular Reviews: Regular reviews or audits of the risk management process should be conducted to ensure it's effective and efficient. This could be done internally or by an external auditor. It should examine how risks are identified, assessed, prioritized, responded to, and monitored.

2. Document Lessons Learned: After each project or significant milestone, document the lessons learned from the risk management process. What risks were not identified? Which risks were managed well, and which were not? What can be done differently next time?

3. Collect Feedback: Solicit feedback from stakeholders involved in the risk management process, including project team members, project managers, executives, clients, and others. This feedback can provide valuable insights into what's working and what's not.

4. Benchmarking: Compare your risk management process to industry best practices or to similar organisations. This can reveal areas where your process could be improved.

5. Training and Development: Provide regular training and development opportunities for those involved in risk management. This could include training on new risk management techniques, tools, or methodologies.

6. Update Policies and Procedures: Based on the findings from reviews, feedback, and benchmarking, update your risk management policies and procedures. This could involve changing how risks are identified, introducing new tools for risk assessment, or revising how risk responses are implemented.

7. Monitor Key Performance Indicators (KPIs): Develop KPIs for your risk management process. These could include measures of how many risks were identified early, how many risks were successfully mitigated, or how accurate risk assessments were. Monitor these KPIs over time to measure the effectiveness of your risk management process.

8. Use a Continuous Improvement Model: Models such as the Plan-Do-Check-Act (PDCA) or Define-Measure-Analyze-Improve-Control (DMAIC) can provide a structured approach to continuous improvement.

Remember, the goal of continuous improvement is not to create a "perfect" risk management process—since the nature of projects and risks will always involve some level of uncertainty. Rather, the aim is to make your process as effective and efficient as possible, and to foster a culture that values effective risk management.

Reflection

Reflect on two or more projects you recently contributed to.	Project 1	Project 2
R18 Give an example of how you identified, prioritized and treated risks in a project. *Essential requirements:* *Assist project manager in identifying and prioritising potential risks and developing risk-management strategies, plans and reporting mechanisms.*	T 7	
R19 Give an example from a project where you successfully identified and controlled a risk during project delivery. Give an example from a different project where you got it wrong! *Essential requirements:* Must be examples from at least two different projects. Challenge them on why they got it right or wrong. *Apply, monitor and review risk-control measures, including contingency measures to mitigate risks.*		
R20 How have you improved your approach to project risk over time?		

<u>Essential requirements:</u> Must show the journey across at least two different projects. *Evaluate, review and report on risk-management processes and make recommendations for future improvements.*		

BSBPMG428 Apply project life cycle management processes

Performance tasks

T8 Complete a detailed report on the status of a relevant professional or personal project.

Essential requirements:

All fields must be sufficiently detailed.

T9 Prepare a detailed change request for a significant issue identified in your status report.

Essential requirements:

All fields must be sufficiently detailed.

The change must significantly impact at least one project outcome.

Knowledge questions

Q35 What advice would you give to an organisation looking to establish a governance structure for a project?

Model answer:

Establishing a solid governance structure is a key part of successful project management. Project governance ensures that projects are run in a way that is transparent, efficient, and accountable, and aligns with the strategic objectives of the organisation. Here is some advice for an organisation looking to establish a governance structure for a project:

1. Define Roles and Responsibilities: Clearly define who is involved in the governance process and what their roles are. This typically includes project sponsors, the project manager, the project team, and other stakeholders. Each role should have a clear understanding of their responsibilities and authority.

2. Align with Strategic Goals: Ensure that the project governance aligns with the strategic objectives and goals of the organisation. The project should contribute to the wider organisational strategy, and the governance structure should facilitate this alignment.

3. Establish Decision-Making Processes: Clearly define how decisions will be made within the project. This includes who has the authority to make decisions, how decisions are communicated, and how disagreements or conflicts are resolved.

4. Define Communication Channels: Establish clear lines of communication for all stakeholders involved in the project. This includes regular meetings, reporting structures, and escalation paths for issues.

5. Set up Project Controls: Establish clear control mechanisms such as milestones, checkpoints, and performance metrics to measure the progress of the project. This will ensure that the project stays on track and aligns with the governance structure.

6. Develop Risk Management Processes: Establish processes to identify, assess, manage, and monitor risks associated with the project. This should be an ongoing process throughout the project.

7. Implement Change Management Processes: It's likely that changes will occur throughout the project. Define processes to manage these changes in a controlled and structured manner.

8. Ensure Accountability: Make sure each role within the project governance structure is held accountable for their responsibilities. This can be done through regular performance reviews, audits, and feedback.

9. Plan for Continual Improvement: No governance structure is perfect from the start. Plan to review and improve the governance structure on a regular basis.

10. Provide Training and Support: Make sure everyone involved in the project understands the governance structure and their role within it. Provide training and support as needed.

Remember, project governance is not a one-size-fits-all approach. The governance structure should be tailored to fit the size, complexity, and risk level of the project, as well as the culture and structure of the organisation.

Q36 What project documents should be updated after a change request is approved?

Model answer:

Once a change request has been approved, several project documents may need to be updated to reflect the changes, depending on the nature and impact of the change. Here are some key project documents that might require updates:

1. Project Management Plan: This document outlines the entire plan for executing, monitoring, and controlling the project. Changes that impact the project's objectives, scope, cost, schedule, or quality will require updates to this document.

2. Project Schedule: If the change affects the project's timeline, tasks, or milestones, it would require an update to the project schedule.

3. Project Budget or Cost Baseline: Any changes that impact the project's costs will necessitate an update to the budget or cost baseline.

4. Scope Statement and Work Breakdown Structure (WBS): If the change request alters the project's scope, both the scope statement and the WBS need to be updated to reflect the new scope.

5. Quality Management Plan: If the change affects quality requirements, the Quality Management Plan would need to be revised.

6. Risk Management Plan: Changes might introduce new risks or alter existing ones, thus requiring an update to the Risk Management Plan and Risk Register.

7. Resource Management Plan: If the change has an impact on resource allocation or utilization, the Resource Management Plan may need an update.

8. Stakeholder Management Plan: If the change alters how stakeholders are affected by or involved in the project, updates may be needed to the Stakeholder Management Plan.

9. Communications Management Plan: Major changes might necessitate adjustments in how, when, and what is communicated to stakeholders, so the Communications Management Plan might need updating.

10. Procurement Management Plan: If the change involves contractual aspects or changes in procurement needs, the Procurement Management Plan and possibly actual contracts might need updating.

After the relevant documents are updated, it's important to communicate the changes to all relevant stakeholders to ensure everyone understands the new direction and how it affects the project. The approved change request should also be logged in a Change Log to maintain a record of all changes made during the project.

Q37 Detail the process of handing over the final project deliverable to a client.

Model answer:

Handing over the final project deliverables to a client is a critical stage in the project life cycle. It signifies the completion of the project and transitions the project's products or services from the project team to the client or end user. Here's a step-by-step process:

1. Final Review and Quality Assurance: Before handing over the deliverables, perform a final quality check to ensure they meet all project requirements, standards, and client expectations. Address any defects or issues identified during this review.

2. Prepare the Deliverables: Package the deliverables in a format that is convenient and accessible for the client. This could be anything from a physical product, software, a report, or any other output the project was designed to produce.

3. Client Notification: Notify the client that the project deliverables are ready for handover. Schedule a handover meeting or event, and ensure all the necessary parties are invited.

4. Handover Meeting: During the handover meeting, present the final deliverables to the client, demonstrate their use if necessary, and provide any relevant instructions or documentation.

5. Documentation: Provide the client with all relevant documentation. This may include user manuals, technical documents, project reports, maintenance guides, warranties, etc.

6. Training: If the project deliverables require specific skills or knowledge for use, you might need to provide training to the client or end users.

7. Obtain Sign-off: Obtain formal sign-off from the client, indicating that they have accepted the deliverables. This is usually done by having the client sign a document known as a project completion form or project acceptance form.

8. Provide Support and Contact Information: Give the client information on who to contact for support or if they have questions or issues after the project has ended.

9. Transfer of Control: Officially transfer control of the deliverables to the client.

10. Post-project Review: After the handover, hold a post-project review or "lessons learned" meeting with your team to discuss what went well and what could be improved for future projects.

Remember, each project is unique, so this process may need to be tailored to fit the specific requirements of your project and organization. Open and clear communication with the client throughout this process is crucial to ensure a smooth and successful handover.

Reflection

There are no reflection questions for this unit.

BSBPMG422 Apply project quality management techniques

Performance tasks

T10 This final assessment task requires you to identify a project you have recently made a significant contribution to and critically reflect upon its performance.

Essential requirements:

Minimum 1,500 words, with all fields sufficiently detailed.

Knowledge questions

Q38 What are project acceptance criteria? How do you use stakeholder input and organisation policy to define them?

Model answer:

Project acceptance criteria are the conditions that a project product must meet to be accepted by the stakeholder, client, or end user. They provide a clear definition of what is expected of the final deliverable and provide a way to measure whether the project has successfully achieved its objectives. They are typically defined at the start of the project during the planning phase and are included in the project scope statement.

Here's how you can use stakeholder input and organisational policy to define project acceptance criteria:

Stakeholder Input:

Stakeholders are the individuals or groups who have a vested interest in the project. This can include the project sponsor, client, end-users, project team members, and any other parties affected by the project. Stakeholder input is crucial when defining acceptance criteria as they are the ones who will ultimately judge whether the project deliverables meet their expectations.

1. Interviews or Meetings: Conduct interviews or meetings with stakeholders to understand their needs, wants, and expectations for the project. Ask specific questions about what they would consider a successful project outcome.

2. Workshops: Conduct workshops with stakeholders to collaboratively define acceptance criteria. This allows for different viewpoints to be considered and ensures that all key aspects are covered.

3. Surveys or Questionnaires: Use surveys or questionnaires to gather input from a larger group of stakeholders. This can be useful when it's not practical to meet with every stakeholder individually.

Organisational Policy:

Organisational policies provide a framework for decision-making and help to ensure consistency across projects. They can influence the acceptance criteria in several ways:

1. Quality Standards: The organisation may have certain quality standards that all projects must meet. These would be included in the acceptance criteria.

2. Regulatory Requirements: If the organisation operates in a regulated industry, there may be certain legal or regulatory requirements that need to be met. These should be included in the acceptance criteria.

3. Strategic Objectives: The organisation's strategic objectives should be considered when defining acceptance criteria. The project should contribute to these objectives in some way.

4. Risk Management Policies: The organisation's risk management policies may also influence the acceptance criteria. For example, there may be certain risks that the organisation is not willing to accept, which would need to be considered when defining the acceptance criteria.

By involving stakeholders and considering organisational policies when defining acceptance criteria, you help to ensure that the project will meet the needs of those it's intended to benefit, and that it aligns with the broader goals and values of the organisation.

Q39 How do you assure project management processes are followed at every stage? What should you do if they fall short?

Model answer:

Ensuring project management processes are adhered to at every stage is crucial for the successful execution of a project. Here are several methods to achieve this:

1. Training and Orientation: Before initiating the project, provide training and orientation to the team members on the project management processes to be followed. This can ensure that everyone understands their roles, responsibilities, and the specific protocols that need to be followed.

2. Project Management Plan: Establish a clear project management plan that outlines the processes and procedures to be followed during each phase of the project. This plan should be communicated to and understood by all project team members.

3. Regular Monitoring and Reporting: Regularly monitor the project's progress and check whether the project management processes are being followed. Status reports, meetings, and project tracking tools can provide valuable insights into the project's progression.

4. Project Audits: Periodic project audits or reviews can ensure processes are being followed and can help identify deviations from the planned processes. These audits may include reviewing documentation, observing team activities, or interviewing team members.

5. Checklists: Use checklists for different stages of the project to ensure that all necessary steps are being followed.

6. Document Control and Management: Implement a document control system that ensures only the latest and approved versions of the processes are in use.

7. Use of Project Management Software: Many project management tools have features to track task completion, deadlines, and adherence to planned processes, which can help ensure compliance.

In case your team falls short of adhering to the project management processes:

1. Identify the Cause: Understand why the processes aren't being followed. Is it due to lack of training, communication issues, or are the processes too complex or time-consuming?

2. Communicate: Have a discussion with the team members involved to understand their perspective. Clear any misconceptions or doubts they may have regarding the processes.

3. Provide Additional Training: If necessary, provide additional training to the team members on the importance of following the project management processes and how to follow them.

4. Modify Processes: If the current processes are too complex or ineffective, consider modifying them to make them more efficient and easy to follow. This should involve input from the team to ensure practicality.

5. Monitor More Closely: If the problem persists, it may be necessary to monitor project activities more closely until the team gets back on track.

Remember, the goal of project management processes is to help guide the project to a successful conclusion. They should be practical, efficient, and flexible enough to accommodate the unique needs and characteristics of each project.

Q40 How do you control the quality of project deliverables?

Model answer:

Quality control of project deliverables is a critical part of project management, ensuring that the final output meets the required standards and expectations. Here are several steps you can follow to control the quality of project deliverables:

1. Define Quality Standards: Begin by defining what quality means for your project. These quality standards will be based on the project's objectives, stakeholder expectations, regulatory requirements, and industry best practices.

2. Develop a Quality Management Plan: Create a Quality Management Plan that details how the project team will achieve the desired quality levels. It should include quality objectives, quality control and assurance activities, roles and responsibilities, and the procedures for dealing with quality issues.

3. Use Quality Assurance Processes: Implement quality assurance processes to ensure that the project is following the defined processes and standards. This may include regular audits, process reviews, and continuous process improvement activities.

4. Perform Quality Control Checks: Quality control checks involve inspecting the deliverables and project work to ensure they meet the defined quality standards. This may involve testing, inspections, reviews, or audits. Any deviations from the quality standards are recorded as defects or issues.

5. Use Quality Control Tools and Techniques: Employ various quality control tools and techniques such as statistical process control, Six Sigma, control charts, Pareto charts, etc., to monitor and control the quality of the deliverables.

6. Document and Analyze Issues: When quality issues are identified, document them, and analyze their cause. This analysis can help to identify underlying process issues that are impacting quality.

7. Implement Corrective Actions: Once the root cause of a quality issue is identified, implement corrective actions to resolve the issue and prevent it from reoccurring.

8. Validate Deliverables: Before the deliverables are handed over to the client or stakeholder, validate that they meet the quality standards and the requirements of the client.

9. Use Lessons Learned for Continuous Improvement: After the project or project phase is completed, document the lessons learned from the quality control process and use them to improve your quality control processes in future projects.

Quality control is not a one-time activity but an ongoing process throughout the project lifecycle. It requires commitment from the entire project team and should be a key focus area for the project manager.

Certification interview

Reflect on two or more projects you recently contributed to.	Project 1	Project 2
Certification interview – see the relevant Certification assessment guide. *<u>Essential requirements:</u>* Upload project experience to OPEN. Confirm their experience and certification level prior to commencing the interview. Candidates must reference different projects to the one submitted in the reflection. *Work in a team environment to plan and develop quality management and continuous improvement parameters.* *Apply quality management techniques in a project relevant to the organisation and industry context.* *Maintain accurate quality records.* *Contribute to project continuous improvement process.*	T 10	