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| **BSB50820** Diploma of Project Management | | | | | | | Text  Description automatically generated | | |
| Term 2 2023 (B) | | | | | | |
| **Submission Declaration** | | | | | | | | | |
| **Unit of competency** | BSBPMG532 Manage project quality | | | | | | | | |
| **I declare that** (please tick): |  | I fully understand the context and purpose of this assignment. | | | | | | | |
|  | I am fully aware of the competency standard/ criteria against which I will be assessed. | | | | | | | |
|  | I am aware of the resources I need and how the assignment will be conducted. | | | | | | | |
|  | I have had the appeals process and confidentiality explained to me. | | | | | | | |
|  | I understand that the assignment is an individual effort and that all written work is my own. | | | | | | | |
|  | I am aware that if I am caught with either collusion or plagiarism of another student’s work, I will be penalized for academic misconduct which could result in the suspension or cancellation of my course enrolment/ student visa (refer to IIB International Student Handbook on pages 27 to 28). | | | | | | | |
|  | I understand that I will not disclose any assignment question or answer, in whole or in part, in any form or by any means before, during, or after I have submitted my assignment to IIB Moodle on any internet ‘share space/ chat room, or otherwise, which will constitute a breach of academic misconduct and would result in the suspension or cancellation of my course enrolment/ student visa. | | | | | | | |
| **Student’s Name** |  | | | | | | | | |
| **Student ID** | IIB | |  | | **Submission date** | | |  | |
| **Submission Note** (please read this prior to submission) | * You must complete your assignment by utilizing only this official assignment tool document (which features working answer/ portfolio templates) to meet the requirements of validity principles. * This assessment document is a working template and is form-protected. * Assignment submission can only be accepted in the assignment submission link in IIB Moodle as any use of other means would be considered null and void. * Please check all the boxes in the above Submission Declaration prior to uploading assignment to IIB Moodle for compliance purposes. * To satisfy course progression within a term, submission of assessment/s must achieve ‘*Competent*’ grading. * You are required to check your Assessor’s feedback on IIB Moodle for confirmation on the grading achieved. * If you do encounter any issues with working on this document or any other matter related to academic progress, please request for assistance from Student Services. | | | | | | | | |
|  | | | | | | | | | |
| **Assessor Use Only** | | | | | | | | | |
| **Assessment** (please mark accordingly) | **Knowledge criteria** | | | | **Performance criteria** | | | **Overall grading** | |
| **S** | | | **NYS** | **S** | **NYS** | | **C** | **NYC** |
| **Assessor declaration** | * I declare that I have conducted a fair, valid, reliable, and flexible assignment with this student. * I have provided appropriate feedback (including verifying all answer pages within this assignment either on the check box or at the answer fields as well as leaving comments in Moodle). | | | | | | | | |
| **Assessor’s Initials** |  | | | | **Date assessed** | | |  | |

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| **Knowledge criteria: short answer questions** | |
|  | |
| 1. **Explain how quality management helps achieve a project’s goals** (each answer should not exceed 80-word count limit) |  |
| 1. **Explain what quality is in the context of quality management** (each answer should not exceed 80-word count limit) |  |
| 1. **Explain what quality-control is** (each answer should not exceed 80-word count limit) |  |
| 1. **Explain what quality assurance is** (each answer should not exceed 80-word count limit) |  |

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| **Knowledge criteria: short answer questions** (cont.) | |
|  | |
| 1. **Explain what quality standards are** (each answer should not exceed 80-word count limit) |  |
| 1. **Why are quality standards important for organizations?** (Each answer should not exceed 80-word count limit) |  |
|  |  |
| 1. **Listed below are quality assurance techniques and tools. Briefly describe how each is used in quality assurance.** | |
|  |  |
| **Quality assurance techniques** | **Use of the technique in quality assurance** (each answer should not exceed 60-word count limit) |
|  |  |
| **Quality audit** |  |
| **Process analysis** |  |

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| **Knowledge criteria: short answer questions** (cont.) | |
|  | |
| 1. **Listed below are quality assurance techniques and tools. Briefly describe how each is used in quality assurance** (cont.). | |
|  |  |
| **Quality assurance tools** | **Use of the tool in quality assurance** (each answer should not exceed 60-word count limit) |
|  |  |
| **Cause-and-effect diagram** |  |
| **Process decision program chart (PDPC)** |  |
| **Tree diagram** |  |
|  |  |
| 1. **Listed below are quality control techniques and tools. Briefly describe how each is used in quality control.** | |
|  |  |
| **Quality control techniques** | **Use of the technique in quality control** (each answer should not exceed 60-word count limit) |
|  |  |
| **Statistical sampling** |  |

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| --- | --- | --- |
| **Knowledge criteria: short answer questions** (cont.) | | |
|  | | |
| 1. **Listed below are quality control techniques and tools. Briefly describe how each is used in quality control** (cont.) | | |
|  |  | |
| **Quality control techniques** | **Use of the technique in quality control** (each answer should not exceed 60-word count limit) | |
|  |  | |
| **Pareto chart** |  | |
| **Scatter diagram** |  | |
|  |  | |
| 1. **Answer the following questions about the continuous process improvement model** | | |
|  |  | |
| **What is continuous improvement?** (Answer should not exceed 60-word count limit) |  | |
| **List the four steps of the PDCA cycle used in continuous improvement** (list answers) | - |  |
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| **Knowledge criteria: short answer questions** (cont.) | | |
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| 1. **Answer the following questions about Lean management and Six Sigma** (each answer should not exceed 60-word count limit) | | |
|  |  | |
| **Explain what Lean management is** |  | |
| **Explain what Six Sigma is** |  | |
| **Explain what Lean Six Sigma is** |  | |
|  |  | |
| **List the eight types of waste in Lean manufacturing** (list answers) | 1. |  |
| 2. |  |
| 3. |  |
| 4. |  |
| 5. |  |
| 6. |  |
| 7. |  |
| 8. |  |

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| **Knowledge criteria: short answer questions** (cont.) | | |
|  | | |
| 1. **Answer the following questions about Total Quality Management (TQM)** (each answer should not exceed 60-word count limit) | | |
|  |  | |
| **Explain what Total Quality Management** (TQM) **is** |  | |
|  |  | |
| **List the eight primary elements of TQM** (list answers) | 1. |  |
| 2. |  |
| 3. |  |
| 4. |  |
| 5. |  |
| 6. |  |
| 7. |  |
| 8. |  |
|  |  |  |
| 1. **Listed below are methods used in managing continuous improvement. Briefly describe how each is used in managing continuous improvement** | | |
|  |  |  |
| **Methods used** | **How each is used in managing continuous improvement** (each answer should not exceed 60-word count limit) | |
|  |  |  |
| **Process standardization** |  | |

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| **Knowledge criteria: short answer questions** (cont.) | | |
|  | | |
| 1. **Listed below are methods used in managing continuous improvement. Briefly describe how each is used in managing continuous improvement** (cont.) | | |
|  |  | |
| **Methods used** | **How each is used in managing continuous improvement** (each answer should not exceed 60-word count limit) | |
|  |  |  |
| **Performance monitoring** |  | |

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| **Checklist/ performance criteria matrix for Short Answers Questions** (for Assessor use only) | | | |
| **Instructions to Assessors**  This checklist is to be used to record the student’s responses to the questions outlined in Q1. to Q12. When completing this checklist, you must ensure that:   * Each checklist item is assessed against the criteria listed. * An assignment result, either a Yes or No, is recorded in one of the two columns on the right of the checklist. * Feedback is provided to the student in the assignment cover sheet and/ or, at the Moodle commentary section. | | | |
|  | | | |
| **Did the learner:** | | **Yes** | **No** |
| Answer all short questions covering: | Relating to unit’s performance criteria: |  |  |
| * Explain how quality management helps achieve a project’s goals | 1.1 Identify quality objectives and standards with input from relevant stakeholders  1.2 Develop quality metrics for the project and any product output in a quality management plan |  |  |
| * Explain what quality is in the context of quality management |
| * Explain what quality-control is |
| * Explain what quality assurance is |
| * Explain what quality standards are |
| * Why are quality standards important for organizations? |
| * Listed below are quality assurance techniques and tools. Briefly describe how each is used in quality assurance, including: | 1.3 Select quality management methods and tools for resolving quality issues  2.1 Perform quality assurance audit of project processes for compliance with agreed plans |  |  |
| * Quality audit |
| * Process analysis |
| * Cause and effect diagrams |
| * Process decision program chart (PDPC) |
| * Tree diagram |
| * Listed below are quality control techniques and tools. Briefly describe how each is used in quality control, including” | 2.2 Assess quality control of project and product output according to agreed quality specifications |  |  |
| * Statistical sampling |

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| **Did the learner:** | | | | | **Yes** | **No** |
| Answer all short questions covering: | | | Relating to unit’s performance criteria: | |  |  |
| * Pareto chart | | | 2.1 Perform quality assurance audit of project processes for compliance with agreed plans  2.2 Assess quality control of project and product output according to agreed quality specifications  2.3 Identify causes of variance to quality metrics and undertake remedial action  2.4 Maintain a quality management system for timely recording of quality audit data | |  |  |
| * Scatter diagram | | |
| * Answer the following questions about the continuous process improvement model, including: | | |
| * What is continuous improvement? | | |
| * List the four steps of the PDCA cycle used in continuous improvement | | |
| * Answer the following questions about Lean management and Six Sigma, including | | |
| * Explain what Lean management is | | |
| * Explain what Six Sigma is | | |
| * Explain what Lean Six Sigma is | | |
| * List the eight types of waste in Lean manufacturing | | |
| * Answer the following questions about Total Quality Management (TQM), including: | | |
| * Explain what Total Quality Management (TQM) is | | |
| * List the eight primary elements of TQM | | |
| * Listed below are methods used in managing continuous improvement. Briefly describe how each is used in managing continuous improvement, including: | | | 3.2 Review project outcomes against performance requirements | |  |  |
| * Process standardization | | |
| * Performance monitoring | | |
|  | | | | | | |
| **Result** | 🞎 Satisfactory | 🞎 Not Satisfactory | **Assessor initial & date** |  | | |

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| **Performance criteria: Case study/ project portfolio/ observation** |
| The Practical Assessment is a set of tasks that must be completed in a workplace, or in an environment with conditions like that of a real workplace.  To be assessed for this unit of competency, you must demonstrate your skills and knowledge to managing the project quality. The practical assessments in this document include:   * Workplace Project Assessment - A series of tasks assessing the learner’s practical knowledge and skills relevant to the unit of competency. This includes the learner completing workplace documents or similar as evidence of competent performance. * Simulated Workplace Practical Observation - A set of assessment tasks where the learner must demonstrate practical skills relevant to the unit of competency in a simulated workplace environment where conditions are typical of those experienced in a real workplace. These skills are to be demonstrated while being observed by the assessor. * Please note that some tasks in this Practical Assessment require you to refer to employee and industrial relations legislation and regulations to the state/territory where the employee relations and industrial processes you will prepare and support the implementation of for this practical assessment is based or located in. |
|  |
| **Case study** |
| Bounce Fitness is made up of four fitness centres. Head office is currently established in Cairns, Queensland. The other centres are in Brisbane, (Queensland), Sydney, (New South Wales) and Melbourne, (Victoria). It is the intention of the Board of Directors that a new centre will be opened in Perth, (Western Australia).  It was established in 2001 by Margaret House as a single aerobic studio. After two years membership increases demanded the small, leased centre be expanded and a new facility was built on land purchased by the organisation. In 2004 a second centre was established in leased premises in Brisbane and then Sydney and Melbourne in the subsequent two years.  The Head Office remains in Cairns and a Board of Directors has been established to oversee the function of the business in all the centres. Each centre has a manager, who reports to the CEO in Cairns, and a team of permanently employed fitness instructors and other casual instructors, all of whom report to the Centre Manager. The business is operated on best business practice and complies with all legislative requirements, local by-laws and is registered with the national body.  Bounce Fitness intends to market its brand through excellence in service and expertise to establish itself as a premier provider of fitness and wellness in Australia. Much time is invested in training the Centre staff to upgrade their professional skills and in customer service to foster a loyal member base. Classes are innovative and varied with regular changes to routines and activities. |

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| (cont.)  Bounce Fitness has developed choreographed fitness moves with accompanying music which is geared to the varying interests, needs and goals of the member group. It is intended that all around Australia, gym and fitness centre members will continue to be enhancing personal performance through classes designed and produced by this business. Classes are coupled with state-of-the-art fitness equipment to cater to those who prefer resistance training to aerobic workouts. Additional free weights allow for use by even die-hard lifters.  All centres are carpeted in areas used for stationary activities, spacious, well-ventilated, and air-conditioned to make the environment as safe and comfortable as possible. They are light and feature wrap-around mirrored walls. The decor was designed by a Brisbane firm and is updated every three years. There are showers, toilets, lockers.  Each centre features a retail section selling fitness shoes, clothes, and other related fitness items. There is a small cafeteria which is leased to a provider who supplies healthy, low-calorie drinks and light food. Each Centre has regularly scheduled aerobic classes ranging from high intensity to low intensity. The scheduling is left to each Centre but must sustain a minimum average of twelve in each class for them to continue to be held. The style of classes changes as new methods are developed to sustain interest and provide variety.  Circuit classes are also scheduled for groups who move in a circuitous rotation around the different resistance equipment sequentially as instructed by the instructor. They are required to complete interval aerobic exercises during the completion of a class to enhance the value of the workout. Very low intensity classes are also held in age care facilities to keep residents active and incorporate light weights to keep them healthy. This exercise contributes to the physical and mental health of participants as well as providing an interest in their day.  Special classes are held in high schools for senior students, sheltered workshops and other special situations as requested and are operated at minimal or no cost as a community service. Funding is primarily from memberships. Memberships are sold on one-, three-, six- and twelve-monthly basis on a decreasing fee scale. Casual members are welcome, but the daily rate is a premium one. |
| **Case scenario** |
| The owner and Chief Executive Officer, Margaret House, has extensive experience as a personal trainer, life coach, and manager of fitness centres. Bounce Fitness has set out the following objectives to achieve:   * Generate a 10% increase in sales through boosting gym membership sales leads by the end of the fiscal year * Increase market penetration by 15% through utilization of marketing strategies every quarter * Decrease customer acquisition costs by 4% every two quarters through the implementation of the USP strategy * Continue to cultivate the image as a premier long-term wellness program provider * Expand the business to the food industry to increase the number of customers by 10%   The CEO is of the opinion, that the Company would like to explore other business avenues that has potential to gain a reputation for offering healthy entertainment in addition to healthy lifestyle choices. Ms. Margaret, has sent a letter of intent in the appointment of your company’s project management services, Biz Zip Project Pte Ltd, to oversee the project initiation, preparation, execution and finalisation for this Internet Coffee Shop. |

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| (cont.)  The business has been named Bounce Fitness Café, unlike a typical café, provides a unique forum for communication and entertainment through the medium of the internet. The rapid growth of the Internet and online services that has been witnessed worldwide is only the beginning of a long-lived trend towards an economy built on the infrastructure of the Internet.  The potential growth of the Internet is enormous, to the point where one day, a computer terminal with an online connection will be as common and necessary as a telephone or toilet. Intending to establishing itself as the first cyber-café in the area, Bounce Fitness Café will enjoy the first-mover advantages of name recognition and customer loyalty. Bounce Fitness Café intend to provide:   * A meeting place for business people interested in sharing their internet-based business ideas * A social hub for students and young people interested in sharing a beverage and their internet experiences with friends * A place for nearby seniors to gather and learn about the powers of the internet and better communication methods * A stopping point for travelers in need for an internet connection.   Marketing will play a vital role in the success of Bounce Fitness Café and it must build a brand (fitness-theme concept) around the services it offers by heavily promoting itself through local television, radio and print advertising. Marketing efforts are just beginning by the time a potential customer enters Bounce Fitness Café for the first time. A strong emphasis will be put on keeping customers and building brand loyalty through programs focused on staffing, experience, and customer satisfaction.    Target markets include:   * Students from nearby housing centers * Business people from the downtown business centers and professional buildings * Seniors from nearby retirement facilities   The estimated budget for this project will be $600,000 inclusive of six months' worth of running costs per fitness centre. It is expected that a 100sq m café space will be share with the existing fitness premise in Sydney and is expected the rental share would be $19,000 per year. Budgetary planning would need to include:   * Renovation works at approximately $100,000 * Machinery and equipment (would need to be purchased new) * Furniture and fittings at approximately $40,000 * Insurance and permit fees (including council certificates, food licenses, music licenses, software licenses, etc.) * Project Team services (for 1 Project Manager, 3 Project Team and 1 Project Analyst) * Employment wages (for 3 Café Managers, 3 Baristas and 2 service staff)   The expected timeframe to complete this project is 16 weeks (4 months) from the start of the Project Scope approval.  The authorisation of the commencement of this project has already been decided before the involvement of the Project Manager by the CEO. Throughout the project, further authorisation may be required at a number of critical review points such as managing project cost, managing human resources and managing stakeholder agreements. |

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| (cont.)  Taking the role as Project Manager of Biz Zip Project Pte Ltd, you have recently obtained approval from the Project Sponsor:   * Project Charter * Business Case * Project Scope   The Project Scope for this project entails, the following:   |  |  | | --- | --- | | **Location** | Sydney | | **Café concept** | Fitness & sport style | | **Project inclusions** | Design and theme concept for the café’s | | Administrative documentation (building permits, licensing, etc.) for compliance purposes | | Procurement of furniture and fittings for the café | | Construction development for the café | | **Project deliverables** | A project scope statement that will guide the internal project team and define the project for external stakeholders. | | Design drawings of the café’s interior design | | Building permits, software licensing agreements, business licensing requirements | | Equipment/ machinery/ electronic requirement specification | | An inspection report created during the café construction project that the client will use for compliance purposes. | | **Project completion timeline** | 16 Weeks from date of Project Scope approval | | **Project budget** | $800,000 inclusive of six months' worth of running costs per fitness center. | | **Project constraints** | **Time and/ or cost** (considered as typically a common constraint where the project is reflected in estimates and presented as ranges (plus-or-minus) that may represent estimating uncertainties associated with ta project’s particular circumstances.) | | **Scope** (defined through ‘ranges’ that refers to the deliverables which have been agreed to by the project’s owners and may have no ‘ranges of acceptability for the scope unless items are left out, it would be become discretionary or can be delivered at a later date.) | |

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| (cont.)   |  |  | | --- | --- | | **Project constraints** (cont.) | **Quality** (the level of quality tolerance is representing the degree to which a developed item matches its defined characteristics but if the project is running late or over budget, the quality characteristics may be reduced or eliminated.) | | **Benefits** (as the project has deliverables that it produces, the benefits represent the value that those items are expected to have for the organization (in financial or other terms), however, if there is no clear justification, then the project should not be commenced) | | **Risk** (risk tolerance is in examining the probability of significant risks occurring, their potential impact on the project if they do occur, and the degree of willingness to live with those potential consequences) | | **Project stakeholders involved** | * 3 x Project Steering Committee * 1 x Project Sponsor * 1 x Project Manager * 3 x Project Team Associate * 1 x Project Business Analyst | | **Plausible Project risks** | **Cost Risk** (plausible escalation of project costs due to poor budget planning, inaccurate cost estimating, and scope creep) | | **Schedule Risk** (risk that activities will take longer than expected, and is typically the result of poor planning, i.e., slippages in schedule typically increase costs, delays result in missed timelines, etc.) | | **Performance Risk** (the risk that the project will fail to produce results consistent with project specifications, i.e., fail to produce the expected quality outcomes and benefits) | | **Governance Risk** (risk relates to board and management performance with regard to ethics, community stewardship, and company reputation which is directly related to the behavior of the executives who are project sponsors and stakeholders) | | **Project Deferral Risk** (refers to the risks associated with failing to do a project or can occur if there is only a limited window of opportunity for conducting a project thereby makes it impossible to effectively conduct a project later) | | **Operational Risk** (risks from poor implementation and process problems such as procurement, production, and distribution) | | **Critical success factors** | **Strategic focus** (agreement on project goals are specific, measurable, attainable, relevant and time-bound; careful management of risks) | | **People** (leadership, personnel management, staff development, clearly assigned responsibilities and accountabilities, resolution of conflicts) | |

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| (cont.)   |  |  | | --- | --- | | **Critical success factors** (cont.) | **Operations** (processes, communications, risk management monitoring and control; suitable methodology; adhere to best practices) | | **Finance** (sufficient funding; budgetary control) |   The Project Sponsor would like to discuss with you on:   * The project quality requirements * Implementing quality process and fostering continuous improvement   As Project Manager for Biz Zip Project Pte Ltd, you will meet up with the CEO of Bounce Fitness to further discuss the new business venture project’s quality requirements as well as to implement the quality processes and project quality improvements | |
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| **Supplementary Case Study Materials** (please use these documents to assist in your assignment) | |
| 1. BSBPMG532 - Case Study - Bounce Fitness - Quality Policy V2023.1 | 1 of 15 |
| 2. BSBPMG532 - Case Information - AS NZS ISO 9001-2016 - Quality management systems V2023.1 | 2 of 15 |
| 3. BSBPMG532 - Case Information - Safe Work NSW - Construction work V2023.1 | 3 of 15 |
| 4. BSBPMG532 - Case Information - Safe Work NSW - First aid in the workplace V2023.1 | 4 of 15 |
| 5. BSBPMG532 - Case Information - Safe Work NSW - Hazardous manual tasks V2023.1 | 5 of 15 |
| 6. BSBPMG532 - Case Information - Safe Work NSW - How to manage work health and safety risks V2-23.1 | 6 of 15 |
| 7. BSBPMG532 - Case Information - Safe Work NSW - Managing electrical risks in the workplace V2023.1 | 7 of 15 |
| 8. BSBPMG532 - Case Information - Safe Work NSW - Managing noise and preventing hearing loss at work V2023.1 | 8 of 15 |
| 9. BSBPMG532 - Case Information - Safe Work NSW - Managing the risk of falls at workplaces V2023.1 | 9 of 15 |
| 10. BSBPMG532 - Case Information - Safe Work NSW - Managing the risk of falls in housing construction V2023.1 | 10 of 15 |
| 11. BSBPMG532 - Case Information - Safe Work NSW - Managing the work environment and facilities V2023.1 | 11 of 15 |
| 12. BSBPMG532 - Case Information - Safe Work NSW - Safe design of structures V2023.1 | 12 of 15 |
| 13. BSBPMG532 - Case Information - Food Standards - Standard 3.2.3 Food Premises and Equipment V2023.1 | 13 of 15 |
| 14. BSBPMG532 - Case Information - NSW Government - Fact sheet neighbourhood centres restaurant cafe V2023.1 | 14 of 15 |
| 15. BSBPMG532 - Case Information - Australian Standard - Premises Food Fixed Premises Fit Out Guide V2023.1 | 15 of 15 |
| BSBPMG532 Learner Workbook |  |

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| **Workplace project/ workplace practical observation form** | | | | | | | |
|  | | | | | | | |
| **Candidate’s name** |  | | | | | | |
| **Student ID** | IIB | |  | | | |
| **Observation done** |  | **In person** (classroom) | | |  | **Via remote** (insert screenshot below) | |
| **Date of observation** |  | | | | | | |
| **Please note:**   * **Include a Teams Meeting Screenshot** (of yourself only; strictly no group nor selfie shots) **with your name in the image.** * **Resize landscape image to fit into space provided on the right.** |  | | | **Insert your Teams Meeting Image** (own image in landscape orientation) | | | |
|  | | | |
| **Work activities** | The candidate must demonstrate the ability to complete the tasks outlined in the elements, performance criteria and foundation skills of this unit, including evidence of the ability to:   * **Task 1: Determine quality requirements for the project** * Activity One – Review Relevant Documents to Identify Quality Objectives and Standards * Activity Two – Consult with project team and stakeholders on quality requirements * Activity Three – Develop a quality management plan to support the project * **Task 2: Implement quality project process, assurance and improvements** * Activity One – Perform quality assurance and control * Activity Two – Review project processes and implement agreed changes * Activity Three – Document lessons learned | | | | | | |

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| **Workplace project/ workplace practical observation form** (cont.) | | | | |
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| **Rules of Evidence** (for Assessor use) | | | | |
|  | | | | |
| **The assessment submitted by the learner achieves:** | | | | |
|  |  | | | |
|  | **Valid** (the extent to which the assessment outcome is supported by evidence where its evidence is considered valid when the learner’s performance matches the performance required in a competency standard; he or she should be able to demonstrate the skills, knowledge, and attributes described in the unit/s of competency and associated assessment requirements) | | | |
|  | **Current** (the evidence presented must comply with the current standards and demonstrate the learner’s current skills and knowledge) | | | |
|  | **Sufficient** (there should be quality, quantity, and relevance from the gathered evidence to enable a judgment based on the learner’s competency) | | | |
|  | **Authentic** (the evidence presented during the assessment should be the work of the learners and be able to verify as ‘genuine’) | | | |
|  |  | | | |
| **Assessor’s Declaration** | | | | |
|  |  | | | |
|  | I confirm that the outcomes of the assessments listed above is a true reflection of the learner’s competence within this unit of competency. | | | |
|  | I verify that the learner has sufficient evidence and information been provided by the learner to prove their competency across the entire unit. | | | |
|  | Where assessment conducted with a reasonable adjustment, supporting evidence is provided. | | | |
|  | All required initials, dates and feedback has been completed within the assessment. | | | |
|  | | | | |
| **Assessor’s name** | |  | | |
| **Assessor’s initials** | |  | **Date** |  |

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| **Task 1:** **Determine quality requirements for the project** |
| This part of the project requires you to establish the project quality requirements to support the café project as designated by the Project Sponsor (as specified in the case narrative on pages 13 – 15). Specifically, you are required to:   * Identify quality requirements (including adherence to compliance to relevant legislative/ regulatory requirements) * Develop a quality management plan * Seek consultation and approval from delegating authority   To complete this project, you will need access to the following:   * Utilise the case study included in this assignment that will allow you access to: * Project brief * Project charter, covering: * Inclusions of the project * Project deliverables * Project budget and timeframe * Project constraints * Project stakeholders involved * Plausible project risks * Critical success factors   Taking the role as Project Manager for Biz Wiz Project Pte Ltd, you have been approached by Margaret House, CEO for Bounce Fitness to undertake project quality requirements when developing the café for Bounce Fitness in Sydney. To complete this task, you are required to:  **Activity One – Consult with project team and stakeholders on quality requirements**  In this activity, you are taking the role of the Project Sponsor and prepare a project charter for the Project Sponsor (your classmate or alternatively, your Trainer can undertake this role) to authorise the existence and commencement of a project formally. The goal of creating a project charter is to get your stakeholders to agree on why you’re doing the project, what’s in scope (at a high level), and who’s doing what.  Through the project charter, the chosen project manager is vested with the authority to run the project within the project scope and should include three elements:   * Quality objectives and standards * Determine quality metrics for the project * Identify quality management methods and tools   **Activity Two – Review Relevant Documents to Identify Quality Objectives and Standards**  In this activity, you need to conduct a meeting with Margaret House, CEO for Bounce Fitness (Project Sponsor) to discuss the project requirements for the Bounce Fitness Café project. You will must first validate and confirm with the Project Sponsor on the procedures necessary to obtain project authorization, including:   * Establishing the project quality parameters to meet organizational requirements * Developing a quality management plan to support the café project |
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| (cont.)  **Activity Three – Develop a quality management plan to support the project**  Upon confirmation on the project quality requirements with the Project Sponsor, the next step is to develop a project quality management plan which outlines the why, what, how, and who necessary to evaluate quality standards and compliance performance of the current project progress so that Project Sponsor/ Steering Committee can decide if the project should make adjustment/s.  The purpose of the quality management plan documents the process for ensuring quality measure are implemented on a project by defining quality methodology, standards, criteria, activities, expectations, tools and resources, reporting and corrective actions. The quality management plan serves as the foundation for quality management on:   * Project Deliverables & Project Processes - the key project deliverables and processes are subject to quality review. * Deliverable Quality Standards - the quality standards are the “measures” used to determine a successful outcome for a deliverable. These standards may vary dependent on the type of information technology project. * Customer Satisfaction - the customer satisfaction criteria describe when each deliverable is complete and acceptable as defined by the customer. Deliverables are evaluated against these criteria. * Quality Control Activities - the quality control activities monitor and verify that the project deliverables meet defined quality standards. * Process Quality Standards - the quality standards are the “measures” used to determine if project work processes are being followed. * Stakeholder Expectations - stakeholder expectations describe when a project process is effective as defined by the project stakeholders. An example is the review and approval of all high-impact changes to the project. * Quality Assurance Activities - the quality assurance activities that monitor and verify that the processes used to manage and create the deliverables are followed and are effective.   Your classmate will undertake the role as the Bounce Fitness CEO with whom the quality information will be shared related to development of the café project. The person will highlight the requirements for café project (as per case scenario). The person will also provide confirmation that organisational standards and legislation are to be met and followed while initiating the café project.  To complete this task, you are required to:   * You are required to conduct the meeting and submit the minutes of the meeting, including the discussion held on agenda topics and conclusions arrived. (Template provided). * Your trainer will observe your performance and complete the following performance criteria checklist.   You need to complete this meeting in 10-15 minutes, and your trainer will provide you additional time to complete the minutes of the meeting template.  You will be assessed on:   * Practical knowledge of quality objectives and standards relevant to the project. * Practical skills relevant to consulting with relevant project stakeholders to identify quality objectives and standards relevant to the project. |
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| **Activity One – Consult with project team and stakeholders on quality requirements**  **Conduct a 10-15 minutes meeting with the Project Sponsor** (your classmate or alternatively, your Trainer can assume this role) **and the Project Steering Committee** (comprising of three Board of Directors) **to discuss the project quality requirements for the Bounce Fitness Café project with the prescribed agenda** (completed task Activities 1 to 2)**, including:**   * (Activity Two– Consult with project team and stakeholders on quality requirement) * **Identification of quality objectives and standards** * (Activity Three – Develop a business case to support the project) * **Develop a quality management plan to support the project**   **Obtain approval from one of the Project Owners** (your classmate or alternatively, your Trainer can undertake this role) **for the project in discussion.**  **Document** (keep it concise with short sentences) **the meeting discussion by recording it in the Meeting Minutes template** (provided in this assessment document). | | | | | | | | |
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| **Meeting Minutes** (cont.) | | | | | | | | |
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| **Meeting name** | Bounce Fitness Cafe | | | | | | | |
| **Date** (DD/MM/YY) |  | | | **Time** | 09:00am | | | |
| **Meeting facilitator** |  | | | **Location** (select an option) |  | On-site | | |
| **Project Manager** |  | | (PM) |  | Remote | | |
| **Authorised contact** | Margaret House | | (PS) | **Position** | CEO | | | |
| **Project Steering Committee** | Craig Fisher | | | Board of Director | | | |
| Paul Daly | | | Board of Director | | | |
| Don Fraser | | | Board of Director | | | |
| **Meeting objective** | To obtain confirmation for project authorisation with an appropriate authority | | | | | | | |
| **Meeting agenda** (complete the time allocation for each topic session; these timings must be reflected to the meeting minutes notes section as well) | **Topic** | | | | **Owner** | | **Time** | |
|  | | | |  | |  | |
| 1. | Welcome note | | | PM | | 9:00 am |
| 2. | Introduction | | | PS | |  |
| 3. | Organizational quality requirements | | | PS | |  |
| 4. | Quality management plan | | | PM | |  |

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| **Meeting Minutes** (cont.) | | | | | | |
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| **Meeting minutes notes** | | | | | |
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| **Topic** | | | | **Owner** | **Time** |
|  | | | |  |  |
| 1. **Welcome note** (answers should not exceed 20-word count limit) | | | | Project Manager | 9:00am |
|  | The meeting facilitator welcomed all present. | | |  |  |
| 1. **Introduction** (provide brief background on this project; answers should not exceed 50-word count limit) | | | | Project Sponsor |  |
|  |  | | |  |  |
| 1. **Organizational quality requirements** (provide brief background on this project; refer to 1. BSBPMG532 – Case Study – Bounce Fitness – Quality Policy V2023.1) | | | | Project Sponsor |  |
|  | The Project Sponsor related the organization’s currency quality policy objectives in the meeting (Task 1 Activity Two - Review relevant documents to identify quality objectives and standards) which included: | | |  |  |
| **-** |  | | |  |  |
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|  | It was noted in the meeting that for the purpose of establishing the café project quality requirements, Bounce Fitness’ policy objectives would be adapted into the proposed Quality Management Plan as follows: | | | Project Manager |  |

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| **Meeting Minutes** (cont.) | | | | | | | | | | |
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| **Meeting minutes notes** (cont.) | | | | | | | | | | |
|  | | | | | | | |  | |  |
| **Topic** | | | | | | | | **Owner** | | **Time** |
| * + 1. **Develop quality management plan** | | | | | | | | Project Manager | |  |
|  | The Project Manager expressed the importance of developing a quality management plan as it can help identify gaps in the project expectations, determine where corrective action is necessary and provide a system for continuous improvement.  It was noted in the meeting that everyone is encouraged to provide their support and inputs to establish a quality baseline, which includes the following (complete Task 1 Activity Three – Develop a quality management plan to support the project): | | | | | | |  | |  |
|  | |  | | | | | |  | |  |
| **Quality Management Plan** | | | | | | | | | | |
|  | |  | | | | | | | | |
| **Project name** | | | | Bounce Fitness Café | | | **Organization name** | Bounce Fitness | | |
| **Project Sponsor** | | | | Margaret House | | | **Position** | CEO | | |
| **Project Steering Committee** | | | | Craig Fisher | | | Board of Director | | |
| Paul Daly | | | Board of Director | | |
| Don Fraser | | | Board of Director | | |
| **Project Manager** | | | |  | | | **Organization name** | Biz Zip | | |
| **Document ID** | | | | QMP – 2023 – 04 – 001 | | | **Date published** |  | | |
|  | | | |  | | |  |  | | |
| **Version control** | | | **Revision** |  | **0.1** |  | **0.2** |  | **1.0** | |
| **Description** | **Initial draft** | **Working draft** | **Approved** | |
|  | | | |  | | | | | | |
| **Project Summary** (answers should relate to the case context; answers should not exceed 50-word count limit) | | | |  | | | | | | |

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| **Meeting Minutes** (cont.) | | | | | |
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| **Meeting minutes notes** (cont.) | | | | | |
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| **Topic** | | | | **Owner** | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | Project Manager |  |
|  |  | | |  |  |
| **Quality Management Plan** (cont.) | | | | | |
|  |  | | | | |
| **Document purpose** (please select options accordingly) | | As integral part of Bounce Fitness Project Management Plan, the Project Quality Management Plan is intended to provide a solid ground for successful, timely and quality implementation of the project activities, forming a common standard to be applied and followed throughout the entire project life: | | | |
|  |  | | |
|  | Serves as a reference point for all employees who need to know what they have to do to meet their individual roles and responsibilities within the organization. | | |
|  | Provides a framework for monitoring progress towards achieving the stated objectives. | | |
|  | Address customer expectations and methods to achieve customer satisfaction. Some complex products or projects might require a specific quality plan to be prepared for it. | | |
|  | All project activities are realized in accordance with the project scope and assigned budget | | |
|  | |  | | | |
| **Quality management objectives** (please select options accordingly) | | The Quality Management Plan defines the acceptable level of quality and describes how the Project will ensure this level of quality in its deliverables and research processes. | | | |
|  |  | | |
|  | Deliverables are prepared to meet agreed-upon standards and requirements | | |
|  | Research processes are performed efficiently as required and regularly documented and reported | | |
|  | Non-conformities found are identified and appropriate corrective actions are taken | | |
|  | |  |  | | |
| **Organizational quality objectives** (refer to 1. BSBPMG532 – Case Study – Bounce Fitness – Quality Policy V2023.1)**:** | | **-** |  | | |
| **-** |  | | |

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| **Meeting Minutes** (cont.) | | | | | | | | | |
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| **Meeting minutes notes** (cont.) | | | | | | | | | |
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| **Topic** | | | | | | | | **Owner** | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | | | | | Project Manager |  |
|  |  | | | | | | |  |  |
| **Quality Management Plan** (cont.) | | | | | | | | | |
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| **Organizational quality objectives** (refer to 1. BSBPMG532 – Case Study – Bounce Fitness – Quality Policy V2023.1; cont.)**:** | | **-** |  | | | | | | |
| **-** |  | | | | | | |
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| **Governance during project duration** | | Governance includes mechanisms that ensure accountability and authority for the management of identifying, assessing, treating, monitoring, and reviewing quality measures. It also includes the implementation, maintenance, and continuous improvement of Bounce Fitness’ quality management framework. | | | | | | | |
|  |  | | | | | | |
|  | Project Steering Committee (please select no more than two options for this stakeholder role) |  | Provide independent oversight of quality issues and areas of nonconformance |  | Provide QA inputs for developing project work processes and ensuring that  quality targets are defined for each deliverable. | | |
|  | Participate as needed in quality audits and quality reviews |  | Support industry Best Practices implementation. | | |
|  |  |  |  |  |  | | |
|  | Project Sponsor (please select no more than three options for this stakeholder role) |  | Work with the PMO to define and baseline all quality measures, metrics, and  acceptance criteria |  | Establish reporting standards that provide findings from quality  measurements on a periodic basis | | |
|  | Participate as needed in quality audits and quality reviews. |  | Review project deliverables and provide comments and recommendations. | | |
|  | Oversee the PMO's quality program to ensure all quality objectives are  satisfied. |  | Endorse QA techniques to ensure the quality of the deliverables to be  produced by the project. | | |

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| **Meeting Minutes** (cont.) | | | | | | | | | |
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| **Meeting minutes notes** (cont.) | | | | | | | | | |
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| **Topic** | | | | | | | | **Owner** | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | | | | | Project Manager |  |
|  |  | | | | | | |  |  |
| **Quality Management Plan** (cont.) | | | | | | | | | |
|  |  | | | | | | | | |
| **Governance during project duration** (cont.) | |  | Project Manager (please select no more than four options for this stakeholder role) |  | Communicate with project staff regularly to direct project activities and quality status. |  | Communicate quality (risks and issues) to internal and external stakeholders. | | |
|  | Communicate with Project Sponsor to report any quality related issues. |  | Participate in the establishment and oversight of the project's QM effort. | | |
|  | Develop and maintain project management plans |  | Monitor milestones, activities, timelines, resources, budgets and critical path | | |
|  | Develop and track project metrics. |  | Oversee contractor activities. | | |
|  | Review contractor deliverables. |  | Provide QA inputs for developing project work products | | |
|  | Implement QA techniques to ensure the quality of the deliverables to be  produced by the project. |  | Provide written reports related to standards compliance, identify process  improvement opportunities, correctness, completeness, anomalies and  recommendations. | | |
|  | Identify quality deviations and improvement actions for implementation |  | Implement QC techniques to control the quality of the deliverables | | |
|  | Establish reporting standards that provide findings from quality  measurements on a periodic basis |  | Oversee the contractor QM Program to ensure quality objectives for the new  system is satisfied, and pass quality reviews. | | |

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| **Meeting Minutes** (cont.) | | | | | | | | | |
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| **Meeting minutes notes** (cont.) | | | | | | | | | |
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| **Topic** | | | | | | | | **Owner** | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | | | | | Project Manager |  |
|  |  | | | | | | |  |  |
| **Quality Management Plan** (cont.) | | | | | | | | | |
|  |  | | | | | | | | |
| **Governance during project duration** (cont.) | |  | Project Team & Analyst (please select no more than four options for this stakeholder role; cont.) |  | Work with the Project Manager to integrate quality processes  into the project program |  | Participate in quality reviews and audits. | | |
|  | Respond to quality review and audit findings as part of the quality improvement process. |  | Work with the Project Manager to ensure that the  Information about quality related issues is communicated | | |
|  | Communicate with the Project Manager on quality related issues. |  | Establish report findings from quality measurements on a periodic basis identifying areas are not being met | | |
|  | Identify and escalate any critical project issues to the Project Manager. |  | Execute technical policies, processes, procedures and ensure adherence to  defined quality standards. | | |
|  | Execute QA techniques to ensure the quality of the deliverables to be  produced by the project. |  | Coordinate QM findings and mitigation strategies with the Project Manager | | |
|  | |  |  |  |  |  |  | | |
| **Current quality standards** (please select options accordingly)**:** | |  | Identify the specific traits that will be built into products and processes to meet quality requirements. | | | | | | |
|  | Identify, define, and prioritize the quality requirements for café project. | | | | | | |
|  | Evaluate whether quality requirements are being met. | | | | | | |
|  | Recommend deliverable or phase entrance or exit criteria, as specified in DEDs or  checklists. | | | | | | |
|  | Respond to specific quality concerns from a previous phase. | | | | | | |

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| **Meeting Minutes** (cont.) | | | | | | | |
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| **Meeting minutes notes** (cont.) | | | | | | | |
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| **Topic** | | | | | | **Owner** | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | | | Project Manager |  |
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| **Quality Management Plan** (cont.) | | | | | | | |
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| **Additional quality standards to be adopted** (refer to 2. BSBPMG532 - Case Information - AS NZS ISO 9001-2016 - Quality management systems V2023.1) | | Bounce Fitness will adopt the internationally recognised AS/ NZS ISO 9001:2016 Quality Management System as a strategic decision for an organization that can help  to improve its overall performance and provide a sound basis for project quality initiatives.  The potential benefits to an organization of implementing a quality management system based on this International Standard are: | | | | | |
|  |  | | | | |
| a. |  | | | | |
| b. |  | | | | |
| c. |  | | | | |
| d. |  | | | | |
| This International Standard employs the process approach, which incorporates the Plan-Do-Check-Act (PDCA) cycle and risk-based thinking. The process approach enables an organization to plan its processes and their interactions.  The PDCA cycle enables an organization to ensure that its processes are adequately resourced and managed, and that opportunities for improvement are determined and acted on the Standard is based on the following principles (please select the appropriate options): | | | | | |
|  |  | | | | |
|  | Customer focus |  | Leadership | | |
|  | Engagement of people |  | Process approach | | |
|  | Improvement |  | Evidence-based decision making | | |
|  | Relationship management | | | | |

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| **Meeting Minutes** (cont.) | | | | | |
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| **Meeting minutes notes** (cont.) | | | | | |
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| **Topic** | | | | **Owner** | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | Project Manager |  |
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| **Quality Management Plan** (cont.) | | | | | |
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| **Plan-Do-Check-Act cycle** (refer to 2. BSBPMG532 - Case Information - AS NZS ISO 9001-2016 - Quality management systems V2023.1) | |  | | | |
| The PDCA cycle can be briefly described as follows: | | | |
|  |  | | |
| **Plan:** |  | | |
| **Do:** |  | | |
| **Check:** |  | | |
| **Act:** |  | | |

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| **Meeting Minutes** (cont.) | | | | | | | | |
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| **Meeting minutes notes** (cont.) | | | | | | | | |
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| **Topic** | | | | | | | **Owner** | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | | | | Project Manager |  |
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| **Quality Management Plan** (cont.) | | | | | | | | |
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| **Legal and regulatory compliance** (refer to URL: <https://business.gov.au/risk-management/health-and-safety/work-health-and-safety>) | | Bounce Fitness has ultimate responsibility for legal and regulatory compliance acting through the following: | | | | | | |
|  |  | | | | | |
| **WHS Act** (2011; answers should not exceed 40-word count limit) | |  | | | | |
| **WHS Regulation 2017** (in terms of Part 1.2 Application, item 12 specifically) | | If this Regulation require an assessment of risks to health and safety associated with a hazard, task, thing or circumstance, an assessment of risks associated with a class of hazards, tasks, things or circumstances may be conducted if— | | | | |
|  | |  | | |
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| - | |  | | |
| **Regulator** | |  | | | | |
| **WHS codes of practices** (select the option/s accordingly) | |  | **Construction work** (refer to 3. BSBPMG532 - Case Information - Safe Work NSW - Construction work V2023.1) | | | |
|  | **First aid in the workplace** (refer to 4. BSBPMG532 – Case Information – Safe Work NSW – First aid in the workplace V2023.1) | | | |
|  | **Hazardous manual tasks** (refer to 5. BSBPMG532 – Case Information Safe Work NSW – Hazardous manual tasks V2023.1) | | | |

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| **Meeting Minutes** (cont.) | | | | | | |
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| **Meeting minutes notes** (cont.) | | | | | | |
|  | | | | |  |  |
| **Topic** | | | | | **Owner** | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | | Project Manager |  |
|  |  | | | |  |  |
| **Quality Management Plan** (cont.) | | | | | | |
|  |  | | | | | |
| **Legal and regulatory compliance** (refer to URL: <https://business.gov.au/risk-management/health-and-safety/work-health-and-safety>; cont.) | | **WHS codes of practices** (select the option/s accordingly) |  | **How to manage work health and safety risks** (refer to 6. BSBPMG532 – Case Information – Safe Work NSW – How to manage work health and safety risks V2023.1) | | |
|  | **Managing electrical risks in the workplace** (refer to 7. BSBPMG532 - Case Information - Safe Work NSW - Managing electrical risks in the workplace V2023.1) | | |
|  | **Managing noise and preventing hearing loss at work** (refer to 8. BSBPMG532 - Case Information - Safe Work NSW - Managing noise and preventing hearing loss at work V2023.1) | | |
|  | **Managing the risk of falls at workplaces** (refer to 9. BSBPMG532 - Case Information - Safe Work NSW - Managing the risk of falls at workplaces V2023.1) | | |
|  | **Managing the risk of falls in housing construction** (refer to 10. BSBPMG532 - Case Information - Safe Work NSW - Managing the risk of falls in housing construction V2023.1) | | |
|  | **Managing the work environment and facilities** (refer to 11. BSBPMG532 - Case Information - Safe Work NSW - Managing the work environment and facilities V2023.1) | | |
|  | **Safe design of structures** (refer to 12. BSBPMG532 - Case Information - Safe Work NSW - Safe design of structures V2023.1) | | |
| **Workers’ compensation regulator** |  | | | |
| **Food and safety standards** (select the option) |  | **Standard 3.2.3 Food Premises and Equipment** (refer to 13. BSBPMG532 - Case Information - Food Standards - Standard 3.2.3 Food Premises and Equipment V2023.1) | | |
| **Local council approval** (select the option) |  | **Rules for exempt and complying development** (refer to 14. BSBPMG532 - Case Information - NSW Government - Fact sheet neighbourhood centres restaurant cafe V2023.1) | | |
| **Australian Standards** (select the option) |  | **Australian Standard - Premises Food Fixed Premises Fit Out Guide** (refer to 15. BSBPMG532 - Case Information - Australian Standard - Premises Food Fixed Premises Fit Out Guide V2023.1) | | |

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| **Meeting Minutes** (cont.) | | | | | | | | | | |
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| **Meeting minutes notes** (cont.) | | | | | | | | | | |
|  | | | | | | |  | | |  |
| **Topic** | | | | | | | **Owner** | | | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | | | | Project Manager | | |  |
|  |  | | | | | |  | | |  |
| **Quality Management Plan** (cont.) | | | | | | | | | | |
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| **Project details** (refer to case scenario for guidance notes) | | The Project Scope for this project entails, the following: | | | | | | | | |
|  |  | | | | | | | |
| **Location:** |  | | | | | | | |
| **Build-up area** |  | | | | | | | |
| **Café concept:** |  | | | | | | | |
| **Business rationale:** |  | | | | | | | |
|  | | | | | | | |
|  | | | | | | | |
|  | | | | | | | |
| **Completion timeline:** |  | | | | | | | |
| **Project budget:** |  | | | | | | | |
| **Project constraints** (select the appropriate option/s)**:** |  | Time |  | Scope | |  | Quality | |
|  | Benefits |  | Risk | | | | |

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| **Meeting Minutes** (cont.) | | | | | | | | | | | | | |
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| **Meeting minutes notes** (cont.) | | | | | | | | | | | | | |
|  | | | | | | | | | |  | | |  |
| **Topic** | | | | | | | | | | **Owner** | | | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | | | | | | | Project Manager | | |  |
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| **Quality Management Plan** (cont.) | | | | | | | | | | | | | |
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| **Project deliverables objectives** (which serve as the project’s ultimate goal) | | **Project deliverables** | | (Please an option for each column accordingly) | | | | | | | | | |
| **Objective measures** | | **Means of verification** | | **Metrics** | | | **Measurements** | | |
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| An inspection report created during the café construction project that the client will use for compliance purposes. | |  | Deliverables support proficiency for improved project workflow |  | Conduct discussion by leveraging the 6Cs (concise, clear, consistent, correct, credible and complete) measures |  | Work and progress | |  | Iteration planning within deadline | |
|  | Iteration planning not exceeding 2 days | |
| A project scope statement that will guide the internal project team and define the project for external stakeholders. | |  | Deliverables meet the requirements of project owner (Bounce Fitness) |  | Change traffic and stability | |  | Time to process change within 1 day | |
|  | Time to process change by 2nd day | |
| Design drawings of the café’s interior design | |  | Comparing actual or planned project  practices to those of comparable projects to identify best practices |  | Number of change requests | |  | Change requests less than 2 times | |
|  | Deliverables are aligned to industry best practices for project management |
| Building permits, software licensing agreements, business licensing requirements | |  | Change requests less than 4 times | |
|  | Deliverable acceptance rate | |  | Not more than 5% are accepted later than planned | |
| Equipment/ machinery/ electronic requirements | |  | Not more than 10% are accepted later than planned | |

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| **Meeting Minutes** (cont.) | | | | | | | | | | | | | |
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| **Meeting minutes notes** (cont.) | | | | | | | | | | | | | |
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| **Topic** | | | | | | | | | | **Owner** | | | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | | | | | | | Project Manager | | |  |
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| **Quality Management Plan** (cont.) | | | | | | | | | | | | | |
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| **Project deliverables objectives** (cont.) | | **Project deliverables** | | (Please an option for each column accordingly) | | | | | | | | | |
| **Objective measures** | | **Means of verification** | | **Metrics** | | | **Measurements** | | |
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| A Gantt chart created at the start of a project to define its timeline and milestones | |  | Deliverables are easy to understand and use in which such provision information shall sufficient to meet the project stakeholder needs |  | Review lessons learned from previous experiences |  | Work and progress | |  | Iteration planning within deadline | |
|  | Iteration planning not exceeding 2 days | |
| A work breakdown structure created at the start of a café development  A design presentation made for the clients to help them understand the new café project's goals. | |  | Change traffic and stability | |  | Time to process change within 1 day | |
|  | Time to process change within 2 days | |
| A document detailing the quality control process the organization will use to ensure products are up to the client's standards.  A work breakdown structure created at the start of a café development | |  | Deliverables support proficiency for improved project management actions |  | Use of matrix PMP to show relationship between different group of variables |  | Number of change requests | |  | Change requests less than 2 times | |
|  | Change requests less than 4 times | |
|  | Deliverable acceptance rate | |  | Not more than 5% deficiencies are accepted | |
|  | Not more than 10% deficiencies are accepted | |

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| **Meeting Minutes** (cont.) | | | | | | | | | | | | | | |
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| **Meeting minutes notes** (cont.) | | | | | | | | | | | | | | |
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| **Topic** | | | | | | | | | | | **Owner** | | | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | | | | | | | | Project Manager | | |  |
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| **Quality Management Plan** (cont.) | | | | | | | | | | | | | | |
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| **Project initiation** - the main goal of the Initiation phase is to ensure that the project meets business needs and that stakeholders and project teams are aligned on the project success criteria throughout the life cycle; required tasks include: feasibility study, identifying scope, identifying stakeholders and statement of work. | | **Key project deliverables and processes to be reviewed for satisfactory quality level** (please an option for each column accordingly) | | | | | | | | | | | | |
| **Objective measures** (select all options) | | | **Defining project quality** | | **Means of verification** | | **Metrics** | | | **Measurements** | | |
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|  | | Collect requirements is the process of determining, documenting, and managing stakeholder needs/ requirements to meet project objectives. |  | Identify customer quality standards and expectations |  | Involve project stakeholders |  | Process and  definition timeline | |  | Iteration and confirmation within 1 day timeline | |
|  | Iteration and confirmation within 2 days timeline | |
|  | | All conditions should be gathered at the start because it is costly to make changes as the project progresses. |  | Identify internal project quality standards and expectations |  | Solicit feedback from the project team |  | Number of change requests | |  | Change requests less than 2 times | |
|  | Change requests less than 4 times | |
|  | | Gathering requirements from all stakeholders will also ensure that their opinions are taken into consideration, which will lead to higher rates of project acceptance. |  | Identify acceptance criteria for project deliverables and product performance |  | Focus on detecting and addressing quality early |  | Deliverable acceptance rate | |  | Not more than 5% deficiencies are accepted | |
|  | Not more than 10% deficiencies are accepted | |

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| **Meeting Minutes** (cont.) | | | | | | | | | | | | | | |
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| **Meeting minutes notes** (cont.) | | | | | | | | | | | | | | |
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| **Topic** | | | | | | | | | | | **Owner** | | | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | | | | | | | | Project Manager | | |  |
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| **Quality Management Plan** (cont.) | | | | | | | | | | | | | | |
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| **Project initiation** (cont.) | | **Key project deliverables and processes to be reviewed for satisfactory quality level** (please an option for each column accordingly) | | | | | | | | | | | | |
| **Objective measures** (select all options) | | | **Defining project quality** | | **Means of verification** | | **Metrics** | | | **Measurements** | | |
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|  | | Ensure that the iterative process is thorough because the project team may need several rounds before, they agree on the scope. |  | Identify regulatory quality standards and expectations |  | Involve project stakeholders |  | Process and  definition timeline | |  | Iteration and confirmation within 1 day timeline | |
|  | Iteration and confirmation within 2 days timeline | |
|  | | Validate Scope is the process that gets your customer to formally accept the project |  | Identify internal project quality standards and expectations |  | Solicit feedback from the project team |  | Number of change requests | |  | Change requests less than 2 times | |
|  | Change requests less than 4 times | |
|  | | The Control Scope process monitors the project scope and the scope baseline |  | Determine business processes involved by the quality expectations |  | Focus on detecting and addressing quality early |  | Deliverable acceptance rate | |  | Not more than 5% deficiencies are accepted | |
|  | Not more than 10% deficiencies are accepted | |

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| **Meeting Minutes** (cont.) | | | | | | | | | | | | | | |
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| **Meeting minutes notes** (cont.) | | | | | | | | | | | | | | |
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| **Topic** | | | | | | | | | | | **Owner** | | | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | | | | | | | | Project Manager | | |  |
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| **Quality Management Plan** (cont.) | | | | | | | | | | | | | | |
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| **Project planning** - in the Project Planning phase, the project team members dive into specific requirements, tasks, timelines, and actions. The project scope is finalized depending on the resources available and the clients’ priorities. | | **Key project deliverables and processes to be reviewed for satisfactory quality level** (please an option for each column accordingly) | | | | | | | | | | | | |
| **Objective measures** (select all options) | | | **Defining project quality** | | **Means of verification** | | **Metrics** | | | **Measurements** | | |
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|  | | Provides strategic direction for the project; plan must be concise and clear |  | Identify desired metrics and related monitoring processes for which to measure quality standards |  | Involve project stakeholders  Solicit feedback from the project team |  | Number of (open/ close) change requests | |  | No tolerance threshold will  be stablished for this  metric but this  will be reported on a weekly. Results will be used to analyse if excessive change were open indicating lack of defined functionality | |
|  | | Plan schedule management ensures the project is progressing in a timely fashion |  | Be proactive on detecting and addressing quality early  Involve project stakeholders |  | Number of planned tasks with baseline finish dates past 5 days | |  | No more than 5% of planned task outside 5 days baseline | |
|  | Develop a plan for measuring quality |  | No more than 8% of planned task outside 5 days baseline | |
|  | | Define activities determines the specific actions that needs to be completed to produce the project deliverables |  | Solicit feedback from the project team |  | Contractual deliverable timeliness | |  | Not more than 5% are accepted later than planned | |
|  | Not more than 10% are accepted later than planned | |

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| **Meeting Minutes** (cont.) | | | | | | | | | | | | | | |
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| **Topic** | | | | | | | | | | | **Owner** | | | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | | | | | | | | Project Manager | | |  |
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| **Quality Management Plan** (cont.) | | | | | | | | | | | | | | |
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| **Project planning** (cont.) | | **Key project deliverables and processes to be reviewed for satisfactory quality level** (please an option for each column accordingly) | | | | | | | | | | | | |
| **Objective measures** (select all options) | | | **Defining project quality** | | **Means of verification** | | **Metrics** | | | **Measurements** | | |
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|  | | Sequence activities process documents relationships between the activities and milestones, and sequence them logically |  | Agree upon methods for data collection and archiving |  | Trend of the project’s conformity to defined quality standards |  | Contractual deliverable timeliness | |  | Not more than 5% are accepted later than planned | |
|  | Not more than 10% are accepted later than planned | |
|  | | The estimate costs process approximates the cost for each activity. |  | Analyse quality based on scope, time, and cost impact to the project |  | Actual cost of work performed | |  | Cost variance not more than 5% | |
|  | Determine timeframe for measurement and metrics reporting |  | Cost variance not more than 8% | |
|  | | Defines how to conduct risk management activities for a project. |  | Obtain quality feedback to avoid potential quality  issues. |  | Average aging of active risks | |  | New risks  Identified are documented and analysed within a day | |
|  | New risks  Identified are documented and analysed within 2 days | |

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| **Meeting Minutes** (cont.) | | | | | | | | | | | | | | |
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| **Meeting minutes notes** (cont.) | | | | | | | | | | | | | | |
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| **Topic** | | | | | | | | | | | **Owner** | | | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | | | | | | | | Project Manager | | |  |
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| **Quality Management Plan** (cont.) | | | | | | | | | | | | | | |
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| **Project planning** (cont.) | | **Key project deliverables and processes to be reviewed for satisfactory quality level** (please an option for each project process and each column accordingly) | | | | | | | | | | | | |
| **Objective measures** (select all options) | | | **Defining project quality** | | **Means of verification** | | **Metrics** | | | **Measurements** | | |
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|  | | Identify quality requirements for the project and the work that must be done to ensure compliance |  | Identify desired metrics and related monitoring processes for which to measure quality standards |  | Obtain quality feedback to avoid potential quality  issues. |  | Compliant quality product review | |  | Total compliant quality | |
|  | >2% total compliant quality | |
| **Project execution** - the Project Execution phase is where the team follows through on the plans where the Project Manager will spend most of your time coordinating with people, helping ensure quality work, keeping track of resources, and updating stakeholders | |  | | Integrates all executing processes together to produce project deliverables |  | Analyse quality data |  | Encourage feedback from project team |  | Actual  performance  versus planned  performance | |  | No more than 5% of planned task outside 5 days baseline | |
|  | No more than 8% of planned task outside 5 days baseline | |
|  | | Develop schedule process analyses activity sequences, durations, resources, and schedule constraints to create the project schedule model. |  | Focus on detecting and addressing quality early |  | Baseline finish  versus actual  finish | |  | No more than 5% of planned task are late as per baseline finish date | |
|  | No more than 8% of planned task are late as per baseline finish date | |

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| **Meeting Minutes** (cont.) | | | | | | | | | | | | | | |
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| **Topic** | | | | | | | | | | | **Owner** | | | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | | | | | | | | Project Manager | | |  |
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| **Quality Management Plan** (cont.) | | | | | | | | | | | | | | |
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| **Project execution** (cont.) | | **Key project deliverables and processes to be reviewed for satisfactory quality level** (please an option for each column accordingly) | | | | | | | | | | | | |
| **Objective measures** (select all options) | | | **Defining project quality** | | **Means of verification** | | **Metrics** | | | **Measurements** | | |
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|  | | Plan quality management on how quality will be managed and validated. |  | Identify opportunities for improvement |  | Focus on detecting and addressing quality early |  | Total compliant  quality process audits | |  | No quality process audits with an overall RED status | |
|  | | Confirms human resource availability and obtains the team necessary to complete project activities. |  | Analyse quality data |  | Total filled key staff  positions | |  | No more than 5% of the  key positions are unfilled in  the reporting period | |
|  | Eliminate gaps between current and desired levels of performance |  | No more than 10% of the  key positions are unfilled in  the reporting period | |
|  | | Plan communications management process develops an appropriate approach |  | Encourage feedback from project team |  | Teamwork efficiency | |  | Quality of work | |
|  | Decision making and interaction | |
|  | Deadline for meeting goals | |
|  | Level of collaboration | |

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| **Meeting Minutes** (cont.) | | | | | | | | | | | | | | |
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| **Topic** | | | | | | | | | | | **Owner** | | | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | | | | | | | | Project Manager | | |  |
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| **Quality Management Plan** (cont.) | | | | | | | | | | | | | | |
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| **Project execution** (cont.) | | **Key project deliverables and processes to be reviewed for satisfactory quality level** (please an option for each column accordingly) | | | | | | | | | | | | |
| **Objective measures** (select all options) | | | **Defining project quality** | | **Means of verification** | | **Metrics** | | | **Measurements** | | |
|  |  | |  | |  | |  | | |  | | |
|  | | Risk responses should be realistic, cost effective and appropriate |  | Identify opportunities for improvement |  | Conscious and focused risk identification and management |  | Total compliant  quality process audits | |  | No quality process audits with an overall RED status | |
|  | | Conduct Procurements process manages procurement relationships, |  | Evaluate and monitor the efficiency of the organization’s procurement management |  | Supplier quality rating | |  | Supplier quality at 5-star rating | |
|  | Supplier quality at 4-star rating | |
|  | Eliminate gaps between current and desired levels of performance |  | Purchase order cycle time of 2 days | |
|  | Purchase order cycle time of 4 days | |
|  | | Plan Stakeholder Management process develops appropriate management strategies |  | Set and manage engagement expectations |  | Teamwork efficiency | |  | Productivity rate | |
|  | Engagement rate | |
|  | Alignment with strategic goals | |
|  | Collaboration and problem-solving | |

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| **Meeting Minutes** (cont.) | | | | | | | | | | | | | | |
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| **Meeting minutes notes** (cont.) | | | | | | | | | | | | | | |
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| **Topic** | | | | | | | | | | | **Owner** | | | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | | | | | | | | Project Manager | | |  |
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| **Quality Management Plan** (cont.) | | | | | | | | | | | | | | |
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| **Project monitoring and control** - the Project Manager executes the project, keep track of change management documents, spending records, QA checklists, and team time tracking to ensure that the measurement of where efforts and resources go throughout the project life cycle, and crosscheck against planning. | | **Key project deliverables and processes to be reviewed for satisfactory quality level** (please an option for each column accordingly) | | | | | | | | | | | | |
| **Objective measures** (select all options) | | | **Defining project quality** | | **Means of verification** | | **Metrics** | | | **Measurements** | | |
|  |  | |  | |  | |  | | |  | | |
|  | | Monitor and control project work to ensure that the project is on time and on budget |  | Timely measurement and metrics reporting |  | Attending meetings called to discuss quality issues |  | Actual  performance  versus planned  performance | |  | No more than 5% of planned task outside 5 days baseline | |
|  | No more than 8% of planned task outside 5 days baseline | |
|  | | Ensures all requested changes go through appropriate change control procedures. |  | Identifying and documenting quality system problems |  | Number of (open/ close) change requests | |  | No tolerance threshold will  be stablished for this  metric but this  will be reported on a weekly. Results will be used to analyse if excessive change were open indicating lack of defined functionality | |
|  | Implement desired metrics and related monitoring processes |
|  | | Determine the specific actions that needs to be completed to produce the project deliverables |  | Reviewing inspection reports to ensure any actions required are initiated |  | Contractual deliverable timeliness | |  | Not more than 5% are accepted later than planned | |
|  | Not more than 10% are accepted later than planned | |

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| **Meeting Minutes** (cont.) | | | | | | | | | | | | | | |
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| **Topic** | | | | | | | | | | | **Owner** | | | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | | | | | | | | Project Manager | | |  |
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| **Quality Management Plan** (cont.) | | | | | | | | | | | | | | |
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| **Project monitoring and control** (cont.) | | **Key project deliverables and processes to be reviewed for satisfactory quality level** (please an option for each column accordingly) | | | | | | | | | | | | |
| **Objective measures** (select all options) | | | **Defining project quality** | | **Means of verification** | | **Metrics** | | | **Measurements** | | |
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|  | | Control schedule process monitors the status of project activities and project progress |  | Identify opportunities for improvement |  | Reviewing inspection reports to ensure any actions required are initiated |  | Schedule  performance index | |  | SPI value is greater than one | |
|  | SPI value is greater than 0.8 but less than one | |
|  | | Control costs process to manage changes to the cost baseline. |  | Implement desired metrics and related monitoring processes |  | Ratio to total project | |  | Cost deviation should not exceed 0.5% from cost baseline | |
|  | Ongoing monitoring and improvement of project  processes |
|  | Cost deviation should not exceed 0.8% from cost baseline | |
|  | | Perform quality assurance process audits the quality requirements |  | Identify opportunities for improvement |  | Quality process reviews | |  | No quality product review  with an overall RED status. | |

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| **Meeting Minutes** (cont.) | | | | | | | | | | | | | | |
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| **Topic** | | | | | | | | | | | **Owner** | | | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | | | | | | | | Project Manager | | |  |
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| **Quality Management Plan** (cont.) | | | | | | | | | | | | | | |
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| **Project monitoring and control** (cont.) | | **Key project deliverables and processes to be reviewed for satisfactory quality level** (please an option for each column accordingly) | | | | | | | | | | | | |
| **Objective measures** (select all options) | | | **Defining project quality** | | **Means of verification** | | **Metrics** | | | **Measurements** | | |
|  |  | |  | |  | |  | | |  | | |
|  | | Manage project team process tracks performance, provides feedback, resolves issues |  | Identify opportunities for improvement |  | Ensuring corrective action is taken when non-conforming work is identified |  | Total new change  requests created in  the reporting period | |  | No tolerance threshold will  be established for this  metric. Rather, this metric  will be reported on a weekly  dashboard to leadership | |
|  | | Control risks ensure the appropriate policies are followed |  | Reviewing inspection reports to ensure any actions required are initiated |  | Average aging of active risks  Average aging of active risks | |  | New risks  Identified are documented and analysed within a day | |
|  | Ongoing monitoring and improvement of project  processes |
|  | New risks  Identified are documented and analysed within a day | |
|  | | Control and monitor procurements to ensure the outputs are integrated with the project |  | Verifying that the procedures being used are adequate for effective control of quality |  | Deliverable acceptance rate | |  | Not more than 5% deficiencies are accepted | |
|  | Not more than 10% deficiencies are accepted | |

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| **Meeting minutes notes** (cont.) | | | | | | | | | | | | | | |
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| **Topic** | | | | | | | | | | | **Owner** | | | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | | | | | | | | Project Manager | | |  |
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| **Quality Management Plan** (cont.) | | | | | | | | | | | | | | |
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| **Project closure** - all the activities related to its completion are concluded and these may involve the submission of a final deliverable, fulfilling contractual obligations, terminating relevant agreements, and releasing project resources. | | **Key project deliverables and processes to be reviewed for satisfactory quality level** (please an option for each column accordingly) | | | | | | | | | | | | |
| **Objective measures** (select all options) | | | **Defining project quality** | | **Means of verification** | | **Metrics** | | | **Measurements** | | |
|  |  | |  | |  | |  | | |  | | |
|  | | All work has been completed according to the project plan and scope |  | Timely measurement and metrics reporting |  | Focus on detecting and addressing quality early |  | Number and  severity of defects | |  | No tolerance threshold will  be established for this metric. Rather, this metric will be reported on a weekly  dashboard to leadership | |
|  | | Prevent making repeating mistakes on future and objectives |  | Implement desired metrics and related monitoring processes |  | Quality measures and metrics should be archived |  | Quality process reviews | |  | No quality product review  with an overall RED status. | |
|  | | Avoiding failure to identify the team or individuals who will own and maintain the solution following final delivery |  | Identify opportunities for improvement |  | Review with project team on the successes, failures, and challenges |  | Total calendar days  active for active  issues | |  | New issues  documented and  submitted to the Project  Manager no later than 1  business days. | |
|  | New issues  documented and  submitted to the Project  Manager no later than 2  business days. | |

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| **Meeting Minutes** (cont.) | | | | | | | | |
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| **Meeting minutes notes** (cont.) | | | | | | | | |
|  | | | | | |  | |  |
| **Topic** | | | | | | **Owner** | | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | | | Project Manager | |  |
|  |  | | | | |  | |  |
| **Quality Management Plan** (cont.) | | | | | | | | |
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| **Perform quality assurance** (the purpose is to verify the performance and compliance of project activities with the defined quality requirements) | | | | | | | | |
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| **Communication of quality activities** (various meetings, reports and other documents to communicate the  completion and results of quality activities as well to track the resolution of quality issues) | | **Communication of Quality Activities and Issues** (please options for each category with an option for each column accordingly) | | | | | | |
| **Report type to be used** (selection all options) | | | **Frequency** | | **Responsibility** | |
|  |  | |  | |  | |
|  | | **Project Status Report** (to communicate the status and completion of project activities, status of key risk and issues, as well as  schedule status and forecast) |  | Weekly |  | Project Manager |
|  | Fortnightly |  | Project Team Leader |
|  | | **Deliverable Tracking Sheet** (used to communicate deliverable review deficiencies  and track the correction of deficiencies or nonconformances) |  | Daily |  | Project Manager |
|  | Every two days |  | Project Team Leader |
|  | | **Project Audit Scorecard** (used to communicate audit results and identify opportunities for improvement) |  | Weekly |  | Project Manager |
|  | Fortnightly |  | Project Team Leader |
|  | | **QA Process Improvement Log** (used to capture process improvement items such as lessons learned, reported issues, defects, root cause analysis, and schedule delays) |  | Weekly |  | Project Manager |
|  | Fortnightly |  | Project Team Leader |
|  | | **Project Executive Status Report** (used to communicate the status and completion of  project activities, status of key risk and issues, as well as schedule status and forecast) |  | Fortnightly |  | Project Manager |
|  | Monthly |  | Project Team Leader |

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| **Meeting Minutes** (cont.) | | | | | | | | | | |
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| **Meeting minutes notes** (cont.) | | | | | | | | | | |
|  | | | | | |  | | | |  |
| **Topic** | | | | | | **Owner** | | | | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | | | Project Manager | | | |  |
|  |  | | | | |  | | | |  |
| **Quality Management Plan** (cont.) | | | | | | | | | | |
|  |  | | | | | | | | | |
| **Perform quality assurance** (cont.) | | | | | | | | | | |
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| **Measuring the quality of a deliverable** (process of performing QA and conducting QC  activities to assess the actual level of quality of each deliverable and process undertaken  within the project) | | **Quality assurance activities** (please options for each category with an option for each column accordingly) | | | | | | | | |
| **Tools and techniques to be used** (selection all options) | | | **Frequency** | | **Meeting type** | | **Responsibility** | |
|  |  | |  | |  | |  | |
|  | | Observation of project processes |  | Weekly |  | Project status |  | Project Manager |
|  | Fortnightly |  | Schedule review |  | Project Team Leader |
|  | | Product review checklists |  | Weekly |  | Ad hoc deliverable |  | Project Manager |
|  | Fortnightly |  | Schedule review |  | Project Team Leader |
|  | | Referencing historical data to understand areas where quality issues are likely to occur |  | Weekly |  | Project oversight |  | Project Manager |
|  | Fortnightly |  | Risk and issue |  | Project Team Leader |
|  | | Reiterating the quality standards to be met to clarify the level of quality required |  | Weekly |  | Project status |  | Project Manager |
|  | Fortnightly |  | Change control |  | Project Team Leader |
|  | | Conducting peer reviews and quality product reviews to provide confidence in the quality of the project artifacts. |  | Fortnightly |  | Project status |  | Project Manager |
|  | Monthly |  | Project oversight |  | Project Team Leader |

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| **Meeting Minutes** (cont.) | | | | | | |
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| **Meeting minutes notes** (cont.) | | | | | | |
|  | | | | |  |  |
| **Topic** | | | | | **Owner** | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | | Project Manager |  |
|  |  | | | |  |  |
| **Quality Management Plan** (cont.) | | | | | | |
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| **Perform quality assurance** (cont.) | | | | | | |
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| **Workflow of the quality review process** (focus on seven primary areas when assessing the quality of a draft  Document/ deliverable) | | Quality Reviews include the processes required for reviewing key product documents and deliverables, how quality will be assessed, timing of reviews, what resources are needed, and designing review procedures. | | | | |
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| **Quality reviews** (focus on seven primary areas when assessing the quality of a draft/ deliverable; answers should not exceed 30-word count) | | **Conformance to standards/ quality requirements** | |  | | |
| **Consistency of content within the deliverable itself** | |  | | |

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| **Meeting Minutes** (cont.) | | | | | | | | | | | | | | | | | | | | |
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| **Meeting minutes notes** (cont.) | | | | | | | | | | | | | | | | | | | | |
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| **Topic** | | | | | | | | | | **Owner** | | | | | | | | **Time** | | |
| * + 1. **Develop quality management plan** (cont.) | | | | | | | | | | Project Manager | | | | | | | |  | | |
|  |  | | | | | | | | |  | | | | | | | |  | | |
| **Quality Management Plan** (cont.) | | | | | | | | | | | | | | | | | | | | |
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| **Perform quality assurance** (cont.) | | | | | | | | | | | | | | | | | | | | |
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| **Quality reviews** (focus on seven primary areas when assessing the quality of a draft/ deliverable; answers should not exceed 30-word count; cont.) | | **Consistency with other project documentation** | | | |  | | | | | | | | | | | | | | |
| **Material deficiencies** | | | |  | | | | | | | | | | | | | | |
| **Completeness** | | | |  | | | | | | | | | | | | | | |
| **Fitness of use** | | | |  | | | | | | | | | | | | | | |
|  | |  | | | |  | | | | | | | | | | | | | | |
| **Quality Review Schedule** (will be conducted for all first distributions and subsequent revisions to the following internal documents and external deliverables over the life cycle of the project) | | | | | | | | | | | | | | | | | | | | |
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| **Project processes & type of review** | | **Month 1** | | | | | **Month 2** | | | | | **Month 3** | | | | **Month 4** | | | | |
| **W 1** | **W 2** | **W 3** | **W 4** | | **W 1** | **W 2** | **W 3** | | **W 4** | **W 1** | **W 2** | **W 3** | **W 4** | **W 1** | **W 2** | | **W 3** | **W 4** |
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| **Project initiation** | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| * Project charter | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |

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| **Meeting Minutes** (cont.) | | | | | | | | | | | | | | | | | | | | |
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| **Meeting minutes notes** (cont.) | | | | | | | | | | | | | | | | | | | | |
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| **Topic** | | | | | | | | | | **Owner** | | | | | | | | **Time** | | |
| * + 1. **Develop quality management plan** (cont.) | | | | | | | | | | Project Manager | | | | | | | |  | | |
|  |  | | | | | | | | |  | | | | | | | |  | | |
| **Quality Management Plan** (cont.) | | | | | | | | | | | | | | | | | | | | |
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| **Quality Review Schedule** (cont.) | | | | | | | | | | | | | | | | | | | | |
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| **Project processes & type of review** | | **Month 1** | | | | | **Month 2** | | | | | **Month 3** | | | | **Month 4** | | | | |
| **W 1** | **W 2** | **W 3** | **W 4** | | **W 1** | **W 2** | **W 3** | | **W 4** | **W 1** | **W 2** | **W 3** | **W 4** | **W 1** | **W 2** | | **W 3** | **W 4** |
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| **Project initiation** (cont.) | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| * Governance requirements | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| **Project planning** | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| * Project scope | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| * Deliverables & schedule | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| * Cost estimation & budget | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| * Quality management | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| * Resource management | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| * Communications | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| * Risk management | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| * Procurement management | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |

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| **Meeting Minutes** (cont.) | | | | | | | | | | | | | | | | | | | | |
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| **Meeting minutes notes** (cont.) | | | | | | | | | | | | | | | | | | | | |
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| **Topic** | | | | | | | | | | **Owner** | | | | | | | | **Time** | | |
| * + 1. **Develop quality management plan** (cont.) | | | | | | | | | | Project Manager | | | | | | | |  | | |
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| **Quality Management Plan** (cont.) | | | | | | | | | | | | | | | | | | | | |
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| **Quality Review Schedule** (cont.) | | | | | | | | | | | | | | | | | | | | |
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| **Project processes & type of review** | | **Month 1** | | | | | **Month 2** | | | | | **Month 3** | | | | **Month 4** | | | | |
| **W 1** | **W 2** | **W 3** | **W 4** | | **W 1** | **W 2** | **W 3** | | **W 4** | **W 1** | **W 2** | **W 3** | **W 4** | **W 1** | **W 2** | | **W 3** | **W 4** |
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| **Project processes & type of review** | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| * Stakeholder engagement | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| **Project execution** | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| * Manage quality | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| * Acquire human resources | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| * Manage communications | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| * Implement risk responses | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| * Conduct procurements | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| * Manage stakeholder engagement | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| **Project monitoring** | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| * Monitor & control project work | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |

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| **Meeting Minutes** (cont.) | | | | | | | | | | | | | | | | | | | | |
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| **Meeting minutes notes** (cont.) | | | | | | | | | | | | | | | | | | | | |
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| **Topic** | | | | | | | | | | **Owner** | | | | | | | | **Time** | | |
| * + 1. **Develop quality management plan** (cont.) | | | | | | | | | | Project Manager | | | | | | | |  | | |
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| **Quality Management Plan** (cont.) | | | | | | | | | | | | | | | | | | | | |
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| **Quality Review Schedule** (cont.) | | | | | | | | | | | | | | | | | | | | |
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| **Project processes & type of review** | | **Month 1** | | | | | **Month 2** | | | | | **Month 3** | | | | **Month 4** | | | | |
| **W 1** | **W 2** | **W 3** | **W 4** | | **W 1** | **W 2** | **W 3** | | **W 4** | **W 1** | **W 2** | **W 3** | **W 4** | **W 1** | **W 2** | | **W 3** | **W 4** |
|  | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| **Project monitoring** (cont.) | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| * Control schedule | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| * Control costs | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| * Control quality | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| * Control resources | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| * Monitor communications | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| * Monitor risks | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| * Control procurements | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| * Training & competency | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| **Project closing** | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |
| * Recordkeeping and lessons learnt | |  |  |  |  | |  |  |  | |  |  |  |  |  |  |  | |  |  |

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| **Meeting Minutes** (cont.) | | | | | |
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| **Meeting minutes notes** (cont.) | | | | | |
|  | | | |  |  |
| **Topic** | | | | **Owner** | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | Project Manager |  |
|  |  | | |  |  |
| **Quality Management Plan** (cont.) | | | | | |
|  |  | | | | |
| **Perform quality control** (process of ensuring a certain level of quality in a deliverable, whether it is a product or a service through the examination of actual deliverables of the project so as to ensure deliverables are correct and they meet the planned level of quality) | | | | | |
|  | |  | | | |
| **Workflow of the quality process audit** (main task of quality process audits is to judge how effective the quality management program is  at identifying and reducing process mistakes and to provide guidance for improving quality efforts) | | A quality process audit is a systematic investigation of a specific process or procedural area and it is used as an approach to determine whether project activities comply with the project’s quality policies, processes, and/or procedure, if the process is effective and efficient, and whether the appropriate controls are being applied.  Quality process audits are typically performed at defined project intervals and are geared toward determining if the project quality complies with the quality metrics and measures defined in the plan.  The Project Steering Committee will conduct internal audits as an integral part of the quality management system to ensure its operations are conforming to the Bounce Fitness’ internal requirements. | | | |
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| Process analysis is used to identify needed quality improvements by examining problems and constraints experienced during operation of the project processes. | | | |

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| **Meeting Minutes** (cont.) | | | | | | | | | | | | |
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| **Meeting minutes notes** (cont.) | | | | | | | | | | | | |
|  | | | | | | | |  | | | |  |
| **Topic** | | | | | | | | **Owner** | | | | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | | | | | Project Manager | | | |  |
|  |  | | | | | | |  | | | |  |
| **Quality Management Plan** (cont.) | | | | | | | | | | | | |
|  |  | | | | | | | | | | | |
| **Perform quality control** (cont.) | | | | | | | | | | | | |
|  | |  | | | | | | | | | | |
| **Quality process audit focus** (select the appropriate options; cont.) | | **Compliance** | | |  | Compliance assurance with the documented plan | | | | | | |
|  | Verify that processes and procedures are developed, communicated, implemented, monitored, and complete. | | | | | | |
| **Efficiency** | | |  | Process performance to be improved further | | | | | | |
|  | Elimination of duplicated tasks/ efforts | | | | | | |
| **Effectiveness** | | |  | Best practices and metrics employed | | | | | | |
|  | Process and expectations are consistently met | | | | | | |
|  | |  | | | | | | | | | | |
| **Quality process audit activities** (Internal quality process audits will be performed continuously during the project planning and execution phases) | | This phase requires compliance checks of decision-making processes (human or technology driven). Audits and reports, collection of data and qualitative feedback contribute to this phase to determine the effectiveness of quality processes and methods of improvement. | | | | | | | | | | |
|  | | | | | | | | | | |
| **Internal process audits** (please options for each category with an option for each column accordingly) | | | | | | | | | | |
| **Audit area** (selection all options) | | | | | **Audit type** | | **Data collection** | | **Responsibility** | |
|  | |  | | |  | |  | |  | |
|  | Risk and issue management | | | |  | Process improvements |  | Meetings |  | Project Sponsor |
|  | Preventative actions |  | Observations |  | Project Steering Committee |
|  | Schedule management | | | |  | Process improvements |  | Checklists |  | Project Sponsor |
|  | Root cause analysis |  | Reports |  | Project Steering Committee |
|  | Change and configuration management | | | |  | Quality standards |  | Meetings |  | Project Sponsor |
|  | Quality control |  | Interviews |  | Project Steering Committee |

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| **Meeting Minutes** (cont.) | | | | | | | | | | |
|  | | | | | | | | | | |
| **Meeting minutes notes** (cont.) | | | | | | | | | | |
|  | | | | | |  | | | |  |
| **Topic** | | | | | | **Owner** | | | | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | | | Project Manager | | | |  |
|  |  | | | | |  | | | |  |
| **Quality Management Plan** (cont.) | | | | | | | | | | |
|  |  | | | | | | | | | |
| **Perform quality control** (cont.) | | | | | | | | | | |
|  | |  | | | | | | | | |
| **Quality process audit activities** (Internal quality process audits will be performed continuously during the project planning and execution phases; cont.) | | **Internal process audits** (please options for each category with an option for each column accordingly) | | | | | | | | |
| **Audit area** (selection all options) | | | **Audit type** | | **Data collection** | | **Responsibility** | |
|  | |  |  | |  | |  | |
|  | Governance & contract management | |  | Quality standards |  | Inspection |  | Project Sponsor |
|  | Preventative actions |  | Meetings |  | Project Steering Committee |
|  | Deliverables management | |  | Material traceability |  | Checklists |  | Project Sponsor |
|  | Quality control |  | Reports |  | Project Steering Committee |
|  | |  | | | | | | | | |
| **Quality control process** (refer to BSBPMG532 Learner Workbook) | | To assess quality control and to verify its compliance with agreed quality specifications, Bounce Fitness will follow the prescribed steps below: | | | | | | | | |
|  | | | | | | | | |
|  | | | | | | | | |
| **Collect and analyse data relevant to quality control processes** | | |  | | | | | |
| **Compare data analysis results with agreed quality specifications** | | |  | | | | | |

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| **Meeting Minutes** (cont.) | | | | | | |
|  | | | | | | |
| **Meeting minutes notes** (cont.) | | | | | | |
|  | | | | |  |  |
| **Topic** | | | | | **Owner** | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | | Project Manager |  |
|  |  | | | |  |  |
| **Quality Management Plan** (cont.) | | | | | | |
|  |  | | | | | |
| **Perform quality control** (cont.) | | | | | | |
|  | |  | | | | |
| **Quality control process** (refer to BSBPMG532 Learner Workbook; cont.) | | **Verify compliance with quality specifications** | |  | | |
|  | |  | |  | | |
| **Plan for reporting quality control and quality assurance problems** | | If non-conformities are identified, they should be documented in the appropriate recordkeeping form and corrective actions to be applied. Any project stakeholder identifying the necessity for corrective actions shall report to the Project Sponsor and inform the Project Steering Committee accordingly using the Status Report.  The project stakeholder reporting the correction/s to advice proposed solutions and would be put for voting by the Project Sponsor and the Project Steering Committee for implementation of corrective action/s.  Correction actions should ensure (please select options accordingly): | | | | |
|  | |  | | |
|  | Effective handling of all complaints | | | |
|  | Reports of non-conformities | | | |
|  | Investigation of the cause of non-conformities with reference to quality system | | | |
|  | Recording the results of the investigation | | | |
|  | Determining the corrective / preventing actions intended to eliminate the causes of the non-conformity | | | |
|  | Application of controls to ensure that corrective actions are taken and effective | | | |
|  | That information on actions taken are submitted to the respective project stakeholders accordingly | | | |

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| **Meeting Minutes** (cont.) | | | | | | |
|  | | | | | | |
| **Meeting minutes notes** (cont.) | | | | | | |
|  | | | | |  |  |
| **Topic** | | | | | **Owner** | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | | | | Project Manager |  |
|  |  | | | |  |  |
| **Quality Management Plan** (cont.) | | | | | | |
|  |  | | | | | |
| **Perform deliverables quality control** (select the options accordingly) | | The purpose of this step is to obtain formal approval from the Project Owner (PO) for each project deliverable. It comprises the verification if deliverables meet the predefined objectives and set of criteria defined in the deliverables acceptance plan, so that the Project Owner (PO) can formally accept them, covering: | | | | |
|  | |  | | |
|  | The monitoring of the status of all activities that are pre-condition to the delivery of project outputs to the Project Owner (PO) and the formal acceptance from him/her. | | | |
|  | Project deliverables are accepted if the acceptance activities (as described in the Deliverables Acceptance Plan) are successfully performed and within the pre-specified tolerances. | | | |
|  | The Project deliverables may be conditionally accepted even with a set of known issues, provided that these are documented and that there is a plan for addressing them. | | | |
|  | |  |  | | | |
| **Perform final acceptance** (select the options accordingly) | | The purpose of this step is to manage the final acceptance of the project, including the accepted deliverables and to perform the administrative closure of the project. The final acceptance is obtained from the Project Owner (PO), through a formal project acceptance note, covering: | | | | |
|  |  | | | |
|  | Before the formal project sign-off, the Project Manager (PM) should report on project performance in the Project-End Review Meeting, discuss lessons learned and develop the Project-End Report. | | | |
|  | This report should summarize project performance throughout project lifecycle and describe the main risks, issues, constraints, opportunities and lessons learned identified along the project. | | | |
|  | It can also identify stakeholders' satisfaction level based on questionnaires or other type of feedback. | | | |

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| **Meeting Minutes** (cont.) | | | |
|  | | | |
| **Meeting minutes notes** (cont.) | | | |
|  | |  |  |
| **Topic** | | **Owner** | **Time** |
| * + 1. **Develop quality management plan** (cont.) | | Project Manager |  |
|  | The Project Manager concluded his presentation of the Quality Management Plan for the project and welcomed questions from the Project Sponsor and Steering Committee. |  |  |
|  |  | | |
| **Task 1 Activities Two + Three further case notes to complete Activity One**  **Now that you have completed reviewing relevant documents to identify quality objectives and standards from Bounce Fitness** (Task 1 Activity Two) **and the Quality Management Plan** (Task 1 Activity Three)**, complete conducting the meeting with the Project Owners** (Project Sponsor & Project Steering Committee) **to obtain feedback/ consultation as well as approval/ confirmation for the plan.**  **Seek feedback/ consultation with Project Owners** (Project Sponsor/ Project Steering Committee**;** your classmate or alternatively, your Trainer can undertake either one of roles) **by ensuring that you:**   * **Select appropriate method of communicating information internally and externally based on organisational requirements** * **Use appropriate method of communication to communicate information or instruction based on the requirements of audience** * **Facilitate respectful communication amongst others, considering the needs of those from diverse backgrounds** * **Negotiate expected project planning requirements with the Project Owners and clarify that instructions have been understood** * **Obtain confirmation on outcomes of communication challenges to ensure the project quality requirements have been addressed**   **You will be assessed on your oral interaction skills to:**   * + **Use communication techniques to identify requirements as appropriate to the relevant stakeholders as well as use listening and questioning to elicit the views and opinions of the stakeholders to obtain the approval to proceed with the implementation of project quality issues.** * **In engaging with your relevant stakeholder/s, it is crucial to always utilize the appropriate structure and language. Language refers to the words you use in speaking, while structure refers to how you put these words together.** | | | |

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| **Meeting Minutes** (cont.) | | | | | | |
|  | | | | | | |
| **Meeting minutes notes** (cont.) | | | | | | |
|  | | | |  | |  |
| **Topic** | | | | **Owner** | | **Time** |
| * + 1. **Develop quality management plan** (cont.; provide meeting notes on feedback/ consultation by the Project Sponsor; answers should not exceed 70-word count limit) | | | | Project Sponsor | |  |
|  |  | | |  | |  |
| **Conclusion** | | | | | | |
|  | With no other matters arising, the meeting came to an end at (please state time meeting ended) | | | | |  |
|  |  | | | | | |
| 🢆 | **Observation and demonstration verification for Task 1 Activities One to Three** (for Trainer use) | | | | | |
|  | | | | | | |
|  | Learner has performed the required performance demonstration sufficiently in addressing:   * The performance capability required (elements and performance criteria) * The range of conditions, situations or other variables under which the task must be performed (range statement) * The knowledge required (evidence guide) | | | | | |
|  | | | | | | |
| **Trainer initials** | |  | **Date observed** | |  | |

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| **Checklist/ performance criteria matrix for Case study/ project portfolio/ observation for Task 1**  (For Assessor use only) | | | |
| **Instructions to Assessors**  This checklist is to be used to record the student’s responses to the questions outlined in Task 1 Activities One to Three. When completing this checklist, you must ensure that:   * Each checklist item is assessed against the criteria listed. * An assignment result, either Yes or No, is recorded in one of the two columns on the right of the checklist. * Feedback is provided to the student in the assignment cover sheet and/ or, at the Moodle commentary section. | | | |
|  | | | |
| **Did the learner:** | | **Yes** | **No** |
| Evidence of portfolio submitted by the learner: | Relating to unit’s performance criteria: |  |  |
| * Conduct a meeting with Project Owners to discuss: | 1.1 Identify quality objectives and standards with input from relevant stakeholders |  |  |
| * Organizational quality requirements |
| * Develop a quality management plan, including: | 1.2 Develop quality metrics for the project and any product output in a quality management plan  1.3 Select quality management methods and tools for resolving quality issues |  |  |
| * Providing a project summary |
| * Defining the quality management objectives |
| * Defining organizational quality objectives |
| * Establishing the governance during project duration for: |
| * Project Steering Committee |
| * Project Sponsor |
| * Project Manager |
| * Project Team & Analyst |
| * Highlighted the current quality standards |
| * Additional quality standards to be adopted |
| * Plan-do-check-act |
| * Legal and regulatory compliance, including: |
| * WHS Act (2011) |
| * WHS Regulation 2017 |
| * Regulator |
| * WHS codes of practices |

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| **Did the learner** (cont.)**:** | | **Yes** | **No** |
| Answer all case study covering: | Relating to unit’s performance criteria: |  |  |
| * Worker’s compensation regulator | 1.2 Develop quality metrics for the project and any product output in a quality management plan  1.3 Select quality management methods and tools for resolving quality issues |  |  |
| * Food and safety standards |
| * Local council approval |
| * Australian Standards |
| * Project details |
| * Determined project deliverables objectives, including: |
| * Objective measures |
| * Means of verification |
| * Metrics |
| * Measurement |
| * Determine the project phases deliverables and processes, including: |
| * Objective measures |
| * Defining project quality |
| * Means of verification |
| * Metrics |
| * Measurements |
| * Establishing quality assurance measures, including: |
| * Communication of quality activities, covering: |
| * Report type to be used |
| * Frequency |
| * Responsibility |

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| **Did the learner** (cont.)**:** | | **Yes** | **No** |
| Answer all case study covering: | Relating to unit’s performance criteria: |  |  |
| * Measuring the quality of a deliverable, covering: | 1.2 Develop quality metrics for the project and any product output in a quality management plan  1.3 Select quality management methods and tools for resolving quality issues |  |  |
| * Tools and techniques to be used |
| * Frequency |
| * Meeting type |
| * responsibility |
| * Defining quality reviews in terms of: |  |  |  |
| * Conformance to standards/ quality requirements |
| * Consistency of content within the deliverable itself |
| * Consistency with other project documentation |
| * Material deficiencies |
| * Completeness |
| * Fitness of use |
| * Provided a quality review schedule for the project processes and type of review covering: |  |  |  |
| * Project initiation |
| * Project planning |
| * Project execution |
| * Project monitoring |
| * Project closing |
| * Establishing quality control measures, including: | 2.1 Perform quality assurance audit of project processes for compliance with agreed plans  2.2 Assess quality control of project and product output according to agreed quality specifications |  |  |
| * Quality process audit focus |
| * Quality process audit activities, covering: |

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| **Did the learner** (cont.)**:** | | | | | **Yes** | **No** |
| Answer all case study covering: | | | Relating to unit’s performance criteria: | |  |  |
| * Audit area | | | 2.1 Perform quality assurance audit of project processes for compliance with agreed plans  2.2 Assess quality control of project and product output according to agreed quality specifications | |  |  |
| * Audit type | | |
| * Data collection | | |
| * Responsibility | | |
| * Defining quality control process | | |
| * Plan for reporting quality control and quality assurance problems | | |
| * Perform deliverables quality control | | |
| * Perform final acceptance | | |
| * Presents information about the quality management plan using appropriate structure: | | | 1.4 Consult with project team and stakeholders on quality requirements | |  |  |
| * Sets time for participants to ask questions regarding information presented | | |
| * Ensures discussion falls within the established length of the communication | | |
| * Follows a logical sequence when discussing and does not jump from topic to topic | | |
| * Establishes a time during communication for discussing questions and concerns | | |
| * Uses communication techniques appropriate to audience to communicate: | | |
| * Follows logical sequence when discussion and does not jump from topic to topic | | |
| * Avoids the use of jargons or technical terms | | |
| * Ensures explanations are concise yet meaningful | | |
| * Explains how resolving the complex workplace issue benefits the audience | | |
|  | | | | | | |
| **Result** | 🞎 Satisfactory | 🞎 Not Satisfactory | **Assessor initial & date** |  | | |

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| **Task 2: Implement quality project process, assurance and improvements** |
| This part of the assessment requires you to perform quality processes which would include conducting a project quality audit and developing a quality assurance report as well as a Lessons Learned for the Bounce Fitness café project. Specifically, you are required to:   * Assist the Project Sponsor (your classmate or alternatively, your Trainer can undertake this role) to conduct a quality audit during the project execution phase, specifically on: * Procurement * Stakeholder engagement * Once the quality audit has been conducted, you to undertake remedial actions as identified in the quality audit (based on Task 2 Activity One) which may include: * Modifying processes or procedures * Directly remedying causes of variation * Improvement of quality management * Review project outcomes against performance requirements as documented in the quality assurance report (based on Task 2 Activity Two) by documenting lessons learned throughout the project’s life cycle and recommend improvements for use in future projects.   **Activity One – Perform quality assurance and control**   * Your role as Project Manager, you have been approached by Margaret House, CEO (Project Sponsor) to assist Bounce Fitness to perform a quality control audit to help pinpoint how work is progressing and show areas of weakness in the project process. * To maintain project quality, you will specifically need to determine the level of project performance in two (2) areas during the project execution phase in terms of: * Supplier quality rating * Teamwork efficiency * Document the Quality Control Audit based on the requirements found in your Quality Management Plan found in Task 1 Activity Three * Conduct the audit activity based on the case scenario provided in this document and identify: * The level of quality assurance compliance for these two project processes * Causes of variance to quality metrics and provide recommendations to resolve it   To complete this project, you will need access to the following:   * Conduct a Project Quality Audit in accordance to the Quality Management Plan in Task 1 Activity Three, covering: |

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| --- |
| (cont.)   * + Workplace documentation relevant to the project you will undertake throughout this assessment include: * Project brief   + - * Existing scope statement and cost estimates       * Project information containing in the quality management plan   You will be assessed on:   * Practical knowledge of project outputs and product outputs and performing quality control reviews. * Practical skills in performing quality control reviews   **Activity Two – Review project processes and implement agreed changes**   * With the completion of the quality audit exercise, you will now need to undertake remedial actions on the quality issues you identified in Task 2 Activity One by developing a quality assurance report which would include: * Identifying relevant project quality standards * Determining the quality audit principles being applied to the report * Providing a summary of the current project status, including: * Degree of conformance/ non-conformance as well as the impact assessment to the project * Proposing a recommendation to each identified quality issue * The resources needed to support the quality assurance initiatives * Measures of continuous improvements (which would include following up with lessons learnt at the end of the project life cycle) * To complete this activity, you will need: * Develop a Quality Assurance Report in accordance with the case scenario covering: * Document the concerned quality assurance areas * Provide change description and details include: * Current situation * Desired situation * Impact assessment covering: * Time * Cost * Quality |

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| (cont.)   * Risk tolerance * Overall impact assessment * Conduct a consultation meeting with the Project Owners (Project Sponsor and Project Steering Committee; your classmates or alternatively, your Trainer can undertake this role) to: * Areas requiring amendment in the project scope * Other issues or concerns related to the project (if any) * In engaging with your relevant stakeholders, it is crucial to always utilize the appropriate structure and language. Language refers to the words you use in speaking, while structure refers to how you put these words together. * You will be assessed on: * Practical knowledge of project processes * Practical skills relevant to implementing agreed-on changes to project processes   **Activity Three – Document lessons learned**   * Develop project lessons learned in accordance with the case scenario covering: * An outline of issues arising during the project period * Proposed recommendations to resolve identified issues and determine the remedial result: * If outcome could be improved further * Establishing an opportunity to explore how things that might have been done differently, the root causes of problems that occurred, and ways to avoid those problems in later project stages * As a mechanism for continuous improvement to communicate acquired knowledge more effectively and ensure that beneficial information is factored into planning, work processes, and activities for future projects. * Identify relevant project stakeholders to disseminate lessons learned * Highlight how the lessons learned would be stored and additional project materials to be attached. * Complete project documentation and discuss it in a 10 – 15 minutes meeting with relevant project stakeholders. You will be assessed on: * Practical knowledge of lessons learned throughout the project’s life cycle and recommended improvements for use in future projects. * Practical skills relevant to documenting lessons learned throughout the project’s life cycle and recommended improvements for use in future projects. |

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| **Case scenario**  **The Bounce Fitness Café project is now in the Project Execution phase and as Project Manager, you have observed that there are some quality issues relating to some project processes:**   * **Procurement management**   **It was observed that there are notably delays in the purchase cycle order time and some of the construction materials are being delivered five days and, in some cases, the delays can stretch to 6 days due to supply chain delays and soaring consumer demand have led to shipping containers backing up at Australian and global ports, resulting inordinately** **long wait times for consumers.**  **While skyrocketing fuel costs affected transportation costs in the summer of 2022, but fuel prices have stabilized and are anticipated to remain stable or decrease in 2023. However, the logistics of transporting materials will likely remain a challenge due to driver shortages, especially for construction sites in more remote areas of the country.**   * **Stakeholder management**   **You have recently encountered a Project Team member approaching you indicating she noticed one of her colleagues has exhibited changes in his behaviour during a joint work task and she felt that he refused to do a particular task because it is not in his job description. In some instances, this colleague would not contribute during meetings and when he does, miscommunication would show up where conversations are going in circles rather than progressive.**  **This tantamount to this team member would not take responsibility or admit to mistakes leaving the rest of the team feeling a sense of frustration and demotivated. It has been noted that he is always looking for excuses to explain a missed deadline or a poorly performing task. When teams fail to connect and coordinate properly, the project would experience poor performance of being able to keep up with projects expectations in terms of quality.**  **For Bounce Fitness, maintaining quality when it comes to project management is incredibly important and as Project Manager of Biz Wiz, you feel it is critical to the company’s outward perception and future that its quality levels do not decrease below what is expected by the client.** |
|  |
| **Activity One – Perform quality assurance and control**  **As Project Manager for Biz Zip Project Pte Ltd, you are tasked to conduct a quality assurance audit for the Bounce Fitness Café.**  **Based on the case scenario, you are required to perform a Quality Control Audit on the two identified project process issues:**   * **Procurement** * **Stakeholder engagement**   **Conduct the audit exercise based on the above case scenario by completing the Quality Control Audit template.** |

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| **Quality Control Audit** | | | | | | | | | | | | | |
|  | | | | | | | | | | | | | |
| **Project name** | Bounce Fitness Café | | | | | | | | | | | | |
| **For organization** | Bounce Fitness | | | | | | | | | | | | |
| **Authorised contact** | Margaret House | | | | | | **Position** | | | | CEO | | |
| **Project Steering Committee** | Craig Fisher | | | | | | Board of Director | | |
| Paul Daly | | | | | | Board of Director | | |
| Don Fraser | | | | | | Board of Director | | |
|  |  | |  | | | | | | | | | | |
| **Document purpose** (select one option) |  | | A structured, independent process to determine if project activities comply with organizational and project policies, processes, and procedures. | | | | | | | | | | |
|  | | A process to provide the firm with reasonable assurance that its personnel comply with applicable professional standards and the firm's standards of quality. | | | | | | | | | | |
|  | | A structured and independent process that is used to determine if a project activity complies with the policies, procedures and processes of the organization or project. | | | | | | | | | | |
|  | | Evaluates the project processes, including compliance with company policies or regulations. | | | | | | | | | | |
|  |  | |  | | | | | | | | | | |
| **Prepared by** |  | | | | | | **Position** | | | | Project Manager | | |
| **Organization** | Biz Wiz | | | | | | **Document ID** | | | | QCA - 2023 – 04 – 001 | | |
| **Date prepared** |  | | | | | | **Version control** | | | | V2023.1 | | |
|  |  | | | | | | | | | | | | |
| **Audit phase focus** |  | Initiation | |  | Planning |  | | Execution |  | Monitoring | |  | Closing |
|  |  | | | | | | | | | | | | |
| **Project summary** (answers should reflect the case context; answers should not exceed 60-word count) |  | | | | | | | | | | | | |

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| **Quality Control Audit** (cont.) | | | | | | | |
|  | | | | | | | |
| **Project execution process areas + objective measures** (select two appropriate options only) | | **Prescribed metrics** | **Selected measurement** (option must relate to Task 1 Activity Three) | | **Meet requirements** (select an option for one measurement) | | **Comments** (answers should relate to the case context; answers should not exceed 20-word count limit) |
| **Yes** | **No** |
|  | |  |  | |  |  |  |
|  | **Project integration** (integrates all executing processes together to produce project deliverables) | Actual  performance  versus planned  performance |  | No more than 5% of planned task outside 5 days baseline |  |  |  |
|  | No more than 8% of planned task outside 5 days baseline |  |  |
|  | **Project schedule** (develop schedule process analyses activity sequences, durations, resources, and schedule constraints to create the project schedule model) | Baseline finish  versus actual  finish |  | No more than 5% of planned task are late as per baseline finish date |  |  |  |
|  | No more than 8% of planned task are late as per baseline finish date |  |  |
|  | **Quality assurance** (plan quality management on how quality will be managed and validated) | Total compliant  quality process audits |  | No quality process audits with an overall RED status |  |  |  |
|  | **Human resources** (confirms human resource availability and obtains the team necessary to complete project activities) | Total filled key staff  positions |  | No more than 5% of the key positions are unfilled in the reporting period |  |  |  |
|  | No more than 10% of the key positions are unfilled in the reporting period |  |  |

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| **Quality Control Audit** (cont.) | | | | | | | |
|  | | | | | | | |
| **Project execution process areas + objective measures** (select two appropriate options only) | | **Prescribed metrics** | **Selected measurement** (option must relate to Task 1 Activity Three) | | **Meet requirements** (select an option for one measurement) | | **Comments** (answers should relate to the case context; answers should not exceed 20-word count limit) |
| **Yes** | **No** |
|  | |  |  | |  |  |  |
|  | **Communication management** (plan communications management process develops an appropriate approach) | Teamwork efficiency |  | Quality of work |  |  |  |
|  | Decision making and interaction |  |  |
|  | Deadline for meeting goals |  |  |
|  | Level of collaboration |  |  |
|  | **Risk management** (risk responses should be realistic, cost effective and appropriate) | Total compliant  quality process audits |  | No quality process audits with an overall RED status |  |  |  |
|  | **Procurement management** (conduct Procurements process manages procurement relationships) | Supplier quality rating |  | Supplier quality at 5-star rating |  |  |  |
|  | Supplier quality at 4-star rating |  |  |
|  | Purchase order cycle time of 2 days |  |  |
|  | Purchase order cycle time of 4 days |  |  |
|  | **Stakeholder engagement** (plan Stakeholder Management process develops appropriate management strategies) | Teamwork collaboration |  | Productivity rate |  |  |  |
|  | Engagement rate |  |  |
|  | Alignment with strategic goals |  |  |
|  | Collaboration and problem-solving |  |  |

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| **Activity Two – Review project processes and implement agreed changes**  **After completing the quality control audit in Task 2 Activity One, you are now required to develop a quality assurance report to document remedial actions to resolve the quality issues and present it to the relevant Project Owners** (comprising of the Project Sponsor and Project Steering Committee; your classmate or alternatively, your Trainer can undertake this role) **to establish quality assurance to maintain quality standards throughout the execution and completion of the project.**  **To complete this activity, you will need:**   * **Develop a Quality Assurance Report in accordance with the case scenario covering:** * **Indicate the requirement of the quality standards** * **Determine the scope of the internal audit** * **Document the concerned quality assurance areas** * **Propose recommendations to resolve quality issues** * **Decide what are the required resources needed** * **Explain the managing of continuous improvement for the project** * **Conduct a consultation meeting with the Project Owners** (Project Sponsor and Project Steering Committee; your classmates or alternatively, your Trainer can undertake this role) **to assure quality in a project and resolve problems and drawbacks that may come up during the project execution process.** | | | | | | | | |
|  | | | | | | | | |
| **Quality Assurance Report** | | | | | | | | |
|  |  | | | | | | | |
| **Project name** | | | Bounce Fitness Café | | | **Organization name** | Bounce Fitness | |
| **Project Sponsor** | | | Margaret House | | | **Position** | CEO | |
| **Project Steering Committee** | | | Craig Fisher | | | Board of Director | |
| Paul Daly | | | Board of Director | |
| Don Fraser | | | Board of Director | |
| **Project Manager** | | |  | | | **Organization name** | Biz Zip | |
| **Document ID** | | | QAR – 2023 – 04 – 001 | | | **Date published** |  | |
|  | | |  | | |  |  | |
| **Version control** | | **Revision** |  | **0.1** |  | **0.2** |  | **1.0** |
| **Description** | **Initial draft** | **Working draft** | **Approved** |

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| **Quality Assurance Report** (cont.) | | | | | | | | | | | | | | | | | | |
|  | | | | | | | | | | | | | | | | | | |
| **Document purpose** (selection one option) | |  | | Keeps track of errors and best practices identified during an audit by detecting possible process gaps, create solid action plans to prevent recurring issues which may result in an escalation. | | | | | | | | | | | | | | |
|  | | To determine any needs for corrective actions in the project processes to support/ maintain desired quality standards. | | | | | | | | | | | | | | |
|  | | Seeks to determine how well the quality management function in terms of delivery project processes that are of acceptable quality. | | | | | | | | | | | | | | |
|  | |  | | | | | | | | | | | | | | | | |
| **Introduction** (select the appropriate options) | | The standards applied to this internal audit are identified in the Quality Management Plan (based on Task 1 Activity Two) developed by Biz Wiz in consultation with Project Owners (Bounce Fitness) which primarily addresses the requirement of conducting internal audit activities to maintain desired project quality for the Bounce Fitness Café development.  This report follows a Quality Assessment process and satisfies that requirement of the quality standards expected of, including: | | | | | | | | | | | | | | | | |
|  | | | | | | | | | | | | | | | | |
|  | Conformance with mandatory internal auditing requirements, including the quality standards | | | | | | | | | | | | | | | |
|  | Whether acting auditor/s and Project Owners’ expectations of internal audit are being met | | | | | | | | | | | | | | | |
|  | Opportunities for improvement | | | | | | | | | | | | | | | |
|  | |  |  | | | | | | | | | | | | | | | |
| **Scope of the internal audit** (select the appropriate options) | **Project phase** |  | Initiation | |  | | Planning | |  | Execution | | |  | Monitoring | | |  | Closing |
|  | | | | | | | | | | | | | | | | |
| **Process area** |  | Project integration | | |  | | Project schedule | | |  | Quality assurance | | |  | Human resources | | |
|  | Communication management | | |  | | Risk management | | |  | Procurement management | | |  | Stakeholder engagement | | |
|  | |  |  | | | | | | | | | | | | | | | |
| **Quality audit principles being applied to this report** (select the appropriate options) | |  | Demonstrates integrity | | | | | | | | | | | | | | | |
|  | Demonstrates competence | | | | | | | | | | | | | | | |
|  | Is objective and free from undue influence (independent) | | | | | | | | | | | | | | | |
|  | Aligns with the strategies, objectives, and risks of the organization | | | | | | | | | | | | | | | |
|  | Demonstrated quality and continuous improvement | | | | | | | | | | | | | | | |
|  | Provides risk-based assurance | | | | | | | | | | | | | | | |
|  | Is insightful, proactive and future-centric | | | | | | | | | | | | | | | |

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| **Quality Assurance Report** (cont.) | | | | | | | | | | | | | | |
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| **Current project status** (answers should relate to case context; answers should not exceed 80-word count limit) | The recent Quality Control Audit exercise (based on Task 2 Activity One) found that, at the time it was conducted, the internal audit team (comprising of the Project Sponsor and Project Manager) had noted that there were notably some non-conformance issues: | | | | | | | | | | | | | |
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|  | | | | | | | | | | | | | |
| **Identified process areas** | | (Select the appropriate options) | | | | | | | | **Degree of severity** (high, medium, low) | | | |
| **Adequate conformance** | **Partial conformance** | | | **Non-conformance** | **Impact assessment** | | | **H** | | **M** | **L** |
|  | |  |  | | |  |  | | |  | |  |  |
| **Procurement management** | |  |  | | |  |  | Time | |  | |  |  |
|  | Cost | |  | |  |  |
| **Stakeholder engagement** | |  |  | | |  |  | Quality | |  | |  |  |
|  | Risk | |  | |  |  |
|  |  | | | | | | | | | | | | | |
| **Proposed quality assurance to support project execution processes** | | | | | | | | | | | | | | |
|  |  | | | | | | | | | | | | | |
| **Project execution process areas + objective measures** | **Prescribed metrics** | **Recommendations to resolve quality issues** | | | | | | | | | | | | |
| **Required revision** (selection must be similar to Task 2 Activity One) | | | **Proposed solutions to mitigate issue** (selection one option) | | | | | **Follow-up quality assurance activities** (selection one option) | | | | |
|  |  |  | | |  | | | | |  | | | | |
| **Procurement management** (conduct Procurements process manages procurement relationships) | Supplier quality rating |  | Revise supplier quality at 4-star rating | |  | Motivate supplier accountability | | | |  | | Weekly Schedule Review Meetings | | |
|  | Track and measure supplier performance | | | |
|  | Revise supplier quality at 3-star rating | |  | Implement a team approach for supplier management | | | |  | | Ad Hoc Deliverable Review walk-throughs | | |
|  | Updating the contract to formalise any agreed process changes | | | |

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| **Quality Assurance Report** (cont.) | | | | | | | |
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| **Proposed quality assurance to support project execution processes** (cont.) | | | | | | | |
|  |  | | | | | | |
| **Project execution process areas + objective measures** | **Prescribed metrics** | **Recommendations to resolve quality issues** | | | | | |
| **Required revision** (selection must be similar to Task 2 Activity One) | | **Proposed solutions to mitigate issue** (selection one option) | | **Follow-up quality assurance activities** (selection options accordingly) | |
|  |  |  | |  | |  | |
| **Procurement management** (cont.) | Supplier quality rating (cont.) |  | Revise purchase order cycle time of 3 days |  | Analyse supply chain optimization |  | Monthly Meetings with Project Oversight |
|  | Prioritize preferred vendors |
|  | Revise purchase order cycle time of 5 days |  | Implement technology that will prevent stock outs |  | Bi-Weekly Project Status Meetings |
|  | Outsource fulfilment to 3PL providers |
| **Stakeholder engagement** (plan Stakeholder Management process develops appropriate management strategies) | Teamwork collaboration |  | Increase productivity rate |  | Establish a baseline so the employees will know what is expected of them |  | Weekly check in with manager |
|  | Define and measure tasks (not hours) |  | Weekly use of technology to gain insights |
|  | Set clear objectives and goals |  | Ad Hoc Deliverable Review walk-throughs |
|  | Increase engagement rate |  | Provide social and structural resources for the team |
|  | Introduce employee engagement tools (software apps) to foster communication |  | Periodic coaching/ mentoring sessions |
|  | Empower the team to make decisions |  | Monthly Meetings with Project Oversight |
|  | Alignment with strategic goals |  | Encourage peer-to-peer collaboration over competition |
|  | Use a collaborative planning process |  | Weekly Schedule Review Meetings |
|  | Tie people’s individual contributions to the overall business objectives |

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| **Quality Assurance Report** (cont.) | | | | | | | | | | |
|  | | | | | | | | | | |
| **Proposed quality assurance to support project execution processes** (cont.) | | | | | | | | | | |
|  |  | | | | | | | | | |
| **Project execution process areas + objective measures** | **Prescribed metrics** | | **Recommendations to resolve quality issues** | | | | | | | |
| **Required revision** (selection must be similar to Task 2 Activity One) | | **Proposed solutions to mitigate issue** (selection one option) | | | | **Follow-up quality assurance activities** (selection options accordingly) | |
|  |  | |  | |  | | | |  | |
| **Stakeholder engagement** (cont.) | Teamwork collaboration | |  | Collaboration and problem-solving |  | Make collaboration part of the team culture | | |  | Monthly follow-through skills |
|  | Allow Space for Innovation and Conflict | | |
|  | Use a workshop to lead a team through a group process | | |  | Bi-Weekly Project Status Meetings |
|  |  | | | | | | | | | |
| **Resources required to support quality assurance activities** (select the appropriate option/s) |  | Revised quality management systems guide | | | | |  | Project management software app | | |
|  | Training and development resources | | | | |  | Meeting/ discussion rooms | | |
|  | Quality assurance system | | | | |  | Appointed coach/ mentor | | |
|  | Skills training provider | | | | |  | Professional learning communities | | |
|  | Budgetary funding support | | | | |  | Employee survey tool (performance engagement/ feedback) | | |
|  |  | | | | | | | | | |
| **Managing continuous improvement** (answers should not exceed 50-word count limit) | * Process standardisation | | |  | | | | | | |
| * Performance monitoring | | |  | | | | | | |
| **Required follow-up** (answers should not exceed 50-word count limit) | * Identify lessons learned and recommended improvements | | |  | | | | | | |

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| **Task 2 Activity Two further case notes**  Now that you have completed the Quality Assurance Audit, conduct a meeting with the Project Owners (comprising of the Project Sponsor and Project Steering Committee; your classmate or alternatively, your Trainer can undertake this role) to discuss on the detected project process issues (for Bounce Fitness Café), and seek confirmation and approval with the Project Owners based on the following**:**   |  |  |  | | --- | --- | --- | | **Areas** | **Discussion content** (to be addressed) | | | * Introduction of the report | Identification of quality standards | | | * Scope of the internal audit | Determining which part of the project phase the audit is based on | | | Determining which project processes the audit is based on | | | * Quality audit principles being applied to this report | Determining which principles have been used for the audit exercise | | | * Current project status | Explanation of the identified project process issues | | | Rating each identified process areas in terms of degree of conformance to the quality standards | | | Identification for each identified process area’s degree of impact | | | Determining overall degree of severity for each impact assessment | | | * Proposed quality assurance to support project execution processes | Recommendations to resolve quality issues for the two identified project processes in terms of: | * Required revision to the measurements | | * Proposed solutions to mitigate issue | | * Follow-up quality assurance activities | | * Resources required to support quality assurance activities | Specifying what resources would be needed to support follow-up quality assurance activities | | | * Managing continuous improvement | Explaining how process standardization would benefit project quality | | | Explaining how performance monitoring would benefit project quality | | | * Required follow-up | Explain how the use of lessons learnt would assist future project teams with information that can increase effectiveness and efficiency | | |

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| (cont.)  **Seek consultation with the respective project stakeholders from Bounce Fitness** (your classmate or alternatively, your Trainer can undertake this role) **in a meeting and facilitate discussions covering:**   * **Review the completed Quality Assurance Report** (based on Task 2 Activity Two) * **Select appropriate method of communicating information internally and externally based on organisational requirements** * **Use appropriate method of communication to communicate information or instruction based on the requirements of audience** * **Facilitate respectful communication amongst others, considering the needs of those from diverse backgrounds** * **Negotiate expected project planning requirements with the relevant project stakeholders and clarify that instructions have been understood** * **Use problem solving and decision-making skills to resolve any communication challenges** * **Seek assistance or clarification with the relevant project stakeholder** (your classmate or alternatively, your Trainer can undertake this role) **regarding project quality objectives as required** * **Obtain confirmation on outcomes of communication challenges to ensure the project quality requirements have been addressed**   **You will be assessed on your oral interaction skills to:**   * + **Use communication techniques to identify requirements as appropriate to the relevant stakeholders as well as use listening and questioning to elicit the views and opinions of the stakeholders to obtain the approval to proceed with the implementation of project quality issues.**   + **In engaging with your relevant stakeholder/s, it is crucial to always utilize the appropriate structure and language.** | | | | |
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| **Quality Assurance Report** (cont.) | | | | |
|  | | | | |
| **Approval and endorsement** (for Project Sponsor use; to be filled up by your classmate, or alternatively, your Trainer) | | | | |
|  | | | | |
| **Decision** |  | Approved |  | Approved with amendments |
|  |  | | | |
| **Additional comments** (if any) |  | | | |

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| **Quality Assurance Report** (cont.) | | | | |
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| **Project Scope Statement Approval/ Signatures** | | **I/ we have reviewed the information contained in this Quality Assurance Report and agree without any required amendments to it.** | | |
|  | | |
| **Authorised contact** | | M.H. (Margaret House) | **Date** |  |
| **Project Steering Committee** (comprising of the Board of Directors) | | C.F. (Craig Fisher) | **Date** |  |
| P.D. (Paul Daly) | **Date** |  |
| D.F (Don Fraser) | **Date** |  |
|  | | | | |
| 🢆 | **Observation and demonstration verification for Task 2 Activities One & Two** (for Trainer use) | | | |
|  | | | | |
|  | Learner has performed the required performance demonstration sufficiently in addressing:   * The performance capability required (elements and performance criteria) * The range of conditions, situations or other variables under which the task must be performed (range statement) * The knowledge required (evidence guide) | | | |
|  | | | | |
| **Trainer initials** | |  | **Date observed** |  |
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| **Activity Three – Document lessons learnt**  **Now that the project has come to completion, you are now required to review successful project outcomes against performance requirements during the Project Execution phase** (as some issues were identified in Task 2 Activity One) **by developing the Lessons Learned, including:**   * **Identify those things that went well with a project so that they are repeated in future projects where applicable.** * **Identify those things that did not go well so that project planning, processes, and communication may be improved allowing future projects to benefit favourably from the improvements made.**   **To complete this task, you required to:**   * **Call the meeting with the Project Owners** (comprising of the Project Sponsor and Project Steering Committee; on the assumption that the project has ended within a week) **and ensure that you:** * **Review project materials such as the Quality Management Plan** (based on Task 1 Activity Three)**, Quality Control Audit** (based on Task 2 Activity One) **and the Quality Assurance Report** (based on Task 2 Activity Two) **with the Project Owners prior to the meeting.** * **Conduct the session in a comfortable setting.** | | | | |

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| (cont.)   * **Set ground rules and timelines for discussion.** * **You will facilitate the meeting to revisit the project quality objectives and deliverables of the project.** * **Go through the project step by step and identify any deviation from plan, i.e., where were the delays, and what went ahead of schedule as well as what changed and why?** * **Find out why these aspects went well, and express the learning as advice or guidelines for the future.** * **As the facilitator, acknowledge feelings and press for the facts, including:** * **What repeatable, successful processes did we use?”** * **How could we ensure future projects go just as well, or even better?”** * **What could have gone better?"** * **What were the aspects that stopped you delivering even more?"** * **Identify the stumbling blocks and pitfalls, so they can be avoided in future by asking:** * **What would your advice be to future project teams, based on your experiences here?"** * **Ensure that participants leave with their feelings acknowledged, including:** * **"Marks out of ten" and "What would make it a ten for you?" to access residual issues.** * **Conduct the meeting by using quotes to express the depth of feeling as well as expressing the recommendations as clearly, measurably and unambiguously as possible.** * **Once you have captured lessons learned, make sure they are easily referenced by other project teams.** * **Keep them in a location where they can be easily found and searched according to organizational requirements, i.e., portal or intranet site.** * **Complete the Lessons Learned as part of a principal component of an organizational culture committed to continuous improvement and adaptive management.** * **During this 10 – 15 minutes role-play, your Trainer would observe you based on:** * **Your performance and complete the following performance criteria checklist** * **The communication techniques to identify requirements as appropriate to the relevant stakeholders as well as use listening and questioning to elicit the views and opinions of the stakeholders to obtain the approval to proceed with the implementation of change management issue.** * **The engagement with relevant stakeholder/s in terms of appropriate use of structure and language.** |

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| **Lessons Learned** | | | | | | | | | | | | | | | | | | |
|  | | | | | | | | | | | | | | | | | | |
| **Project name** | Bounce Fitness Café | | | | | | | | | | | | | | | | | |
| **For organization** | Bounce Fitness | | | | | | | | | | | | | | | | | |
| **Authorised contact** | Margaret House | | | | | | | **Position** | | | | | | CEO | | | | |
| **Project Steering Committee** | Craig Fisher | | | | | | | Board of Director | | | | |
| Paul Daly | | | | | | | Board of Director | | | | |
| Don Fraser | | | | | | | Board of Director | | | | |
|  |  | | | | | | | | | | | | | | | | | |
| **Document purpose** (select the appropriate option) |  | | To systematically collect experiences (positive/ negative) made in the project and to draw conclusions from them in order to improve the handling of future plans and projects. | | | | | | | | | | | | | | | |
|  | | to capture the results and experiences from successes, failures, and near-misses, and absorb them in to the organisational structure for future use | | | | | | | | | | | | | | | |
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| **Prepared by** |  | | | | | | | **Position** | | | | | | Project Manager | | | | |
| **Organization** | Biz Wiz | | | | | | | **Document ID** | | | | | | LL – 2023 – 04 – 001 | | | | |
| **Date prepared** |  | | | | | | | **Version control** | | | | | | V2023.1 | | | | |
|  |  | | | | | | | | | | | | | | | | | |
| **Audit phase focus and process area/s** (select the appropriate options) |  | Initiation | |  | Planning | |  | | Execution | | |  | Monitoring | | | |  | Closing |
|  | | | | | | | | | | | | | | | | | |
|  | | Project integration | |  | Project schedule | | | |  | Quality assurance | | | |  | Human resources | | |
|  | | Communication management | |  | Risk management | | | |  | Procurement management | | | |  | Stakeholder engagement | | |
|  |  | | | | | | | | | | | | | | | | | |
| **Project quality issue background** (answers should reflect the case context; each answer should not exceed 40-word count) | * **Procurement Management** | | | |  | | | | | | | | | | | | | |
| * **Stakeholder engagement** | | | |  | | | | | | | | | | | | | |

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| **Lessons Learned** (cont.) | | | |
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| **What was the action undertaken?** (Answers should reflect the case context; each answer should not exceed 30-word count) | * **Procurement Management** | |  |
| * **Stakeholder engagement** | |  |
| **What was the result?** (Answers should reflect the case context; each answer should not exceed 30-word count) | * **Procurement Management** | |  |
| * **Stakeholder engagement** | |  |
| **What might have been a more preferred result?** (Select the appropriate option; answers should not exceed 50-word count limit) |  | Not required as result outcome was sufficient | |
|  | Result outcome is satisfactory with minor adjustments to it | |
| *Please specify what would be the minor adjustments be:* | | |
|  | | |
| **What was the specific Lesson Learned?** (Answers should reflect the aspects of continuous improvements; answers should not exceed 70-word count) |  | | |

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| **Lessons Learned** (cont.) | | | | | | | | | | | | |
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| **Where and how can this knowledge be used in a future project?** (Answers should reflect the case context; answers should not exceed 70-word count) | |  | | | | | | | | | | |
| **Lessons Learned information to be shared to?** (Select the appropriate option) | |  | | Project Sponsor | | |  | | Project Steering Committee | | | |
|  | | Project Team | | |  | | Project Analyst | | | |
|  | |  | | | | | | | | | | |
| **How should this Lesson Learned be disseminated?** (Select the appropriate option) | |  | | Email |  | Intranet |  | | Website | |  | Meetings |
|  | | Lessons-learned knowledge bank on cloud storage |  | Accessing previous lessons during project planning and delivery phases | | | | | | |
|  | Keeping project logs to record lessons throughout the project duration | | | | | | |
|  | Writing lessons-learned reports both during project and at project closure | | | | | | |
|  | |  | |  | | | | | | | | |
| **Storage requirements** (select the appropriate options) | |  | | Storage of the information to be clearly defined in key documents to ensure  classification and accessibility to data | | | | | | | | |
|  | | Audit trails for archived information to provide additional support for lessons learned documents | | | | | | | | |
| **Additional documentation to be attached** (select the appropriate options) | |  | | Quality Control Audit (Document ID: OCA – 2023 – 04 – 001) | | | | | | | | |
|  | | Quality Assurance Report (Document ID: QAR – 2023 – 04 – 001) | | | | | | | | |
|  |  | | | | | | | | | | | |
| 🢆 | **Observation and demonstration verification for Task 2 Activity Three** (for Trainer use) | | | | | | | | | | | |
|  | | | | | | | | | | | | |
|  | Learner has performed the required performance demonstration sufficiently in addressing:   * The performance capability required (elements and performance criteria) * The range of conditions, situations or other variables under which the task must be performed (range statement) * The knowledge required (evidence guide) | | | | | | | | | | | |
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| **Trainer initials** | | |  | | | | | **Date observed** | |  | | |

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| **Checklist/ performance criteria matrix for Case study/ project portfolio/ observation for Task 2**  (For Assessor use only) | | | |
| **Instructions to Assessors**  This checklist is to be used to record the student’s responses to the questions outlined in Task 2 Activities One to Three. When completing this checklist, you must ensure that:   * Each checklist item is assessed against the criteria listed. * An assignment result, either Yes or No, is recorded in one of the two columns on the right of the checklist. * Feedback is provided to the student in the assignment cover sheet and/ or, at the Moodle commentary section. | | | |
|  | | | |
| **Did the learner:** | | **Yes** | **No** |
| Evidence of portfolio submitted by the learner: | Relating to unit’s performance criteria: |  |  |
| * Performed the quality control audit exercise, including: | 2.1 Perform quality assurance audit of project processes for compliance with agreed plans  2.2 Assess quality control of project and product output according to agreed quality specifications |  |  |
| * Documenting the Quality Control Audit form, covering: |  |  |
| * Providing a project summary |
| * Evaluate the quality metrics against actual performance |
| * Develop a quality assurance report, including: | 2.1 Perform quality assurance audit of project processes for compliance with agreed plans  2.2 Assess quality control of project and product output according to agreed quality specifications  2.3 Identify causes of variance to quality metrics and undertake remedial action  2.4 Maintain a quality management system for timely recording of quality audit data  3.1 Review processes and implement agreed changes continually throughout the project life cycle |  |  |
| * Indicating the quality standards of the quality assessment process |
| * Determining the scope of the internal audit |
| * Establishing the quality audit principles being applied to the report |
| * Explaining the current project status, including: |
| * Degree of each issue’s level of conformance and impact assessment |
| * Proposing recommendations to resolve quality issues, covering: |
| * Required revision to the measurement |
| * Proposed solutions to mitigate issue |
| * Follow-up quality assurance activities |
| * Indicating the resources required to support quality assurance activities |
| * Explaining how managing continuous improvement and required follow-up to support quality assurance |

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| **Did the learner** (cont.)**:** | | **Yes** | **No** |
| Answer all case study covering: | Relating to unit’s performance criteria: |  |  |
| * Seek consultation with the respective project stakeholders from Bounce Fitness: | 1.1 Identify quality objectives and standards with input from relevant stakeholders  1.4 Consult with project team and stakeholders on quality requirements |  |  |
| * Reviewed the completed quality assurance report |
| * Obtained consultation/ feedback from relevant project stakeholders |
| * Documenting lessons learned, including: | 1.1 Identify quality objectives and standards with input from relevant stakeholders  1.3 Select quality management methods and tools for resolving quality issues  3.2 Review project outcomes against performance requirements  3.3 Identify and document lessons learned and recommended improvements |  |  |
| * Determining the audit phase focus and process area carried out |
| * Briefly explaining project quality issues background for two project processes |
| * Providing explanation for the action undertaken to resolve issues for two project processes |
| * Discussed the quality assurance outcome |
| * Indicated if the quality assurance outcome was sufficient (or not) |
| * Explained what was the specific lessons learned |
| * Briefly explain where and how can lessons learned be used in a future project |
| * Highlighted lessons learned information to be shared with whom |
| * Indicated how the lessons learned information be disseminated |
| * Noted on how lessons learned be stored and additional documentations to be attached with |
| * Conducted a meeting with the project owners on lessons learned by: | 1.1 Identify quality objectives and standards with input from relevant stakeholders  1.4 Consult with project team and stakeholders on quality requirements |  |  |
| * Review project materials such as the Quality Management Plan, Quality Control Audit and the Quality Assurance Report with the Project Owners prior to the meeting. |
| * Facilitated the meeting to revisit the project quality objectives and deliverables of the project. |

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| **Did the learner** (cont.)**:** | | | | | **Yes** | **No** |
| Answer all case study covering: | | | Relating to unit’s performance criteria: | |  |  |
| * Presents information about the quality assurance report and lessons learned using appropriate structure: | | | 1.1 Identify quality objectives and standards with input from relevant stakeholders  1.2 Develop quality metrics for the project and any product output in a quality management plan  1.3 Select quality management methods and tools for resolving quality issues  1.4 Consult with project team and stakeholders on quality requirements  2.2 Assess quality control of project and product output according to agreed quality specifications  2.3 Identify causes of variance to quality metrics and undertake remedial action  2.4 Maintain a quality management system for timely recording of quality audit data  3.1 Review processes and implement agreed changes continually throughout the project life cycle  3.2 Review project outcomes against performance requirements  3.3 Identify and document lessons learned and recommended improvements | |  |  |
| * Sets time for participants to ask questions regarding information presented | | |
| * Ensures discussion falls within the established length of the communication | | |
| * Follows a logical sequence when discussing and does not jump from topic to topic | | |
| * Establishes a time during communication for discussing questions and concerns | | |
| * Uses communication techniques appropriate to audience to communicate: | | |
| * Follows logical sequence when discussion and does not jump from topic to topic | | |
| * Avoids the use of jargons or technical terms | | |
| * Ensures explanations are concise yet meaningful | | |
| * Explains how resolving the complex workplace issue benefits the audience | | |
|  | | | | | | |
| **Result** | 🞎 Satisfactory | 🞎 Not Satisfactory | **Assessor initial & date** |  | | |