BSBPMG411 - APPLY PROJECT QUALITY MANAGEMENT TECHNIQUES

Answers Updated

Summative assessment 2 *(0% completed)*

Last answered at: 16/05/2021 02:25PM

Project 1

Based on the scenario provided:

1. Complete the quality management plan.
2. Complete the quality control review.
3. Develop a list of questions that should be asked when determining quality assurance.
4. Develop a checklist for managing project quality that could be used on any type of project.

This project involves the design and development of a program to train authorised officers, or ticket inspectorolitan public transport system.

The aim of the program will be to provide authorised officers with training in customer relations, communication skills and working in a culturally diverse culture. The government department responsible for public transport has issued a Request for Tender (RFT), inviting bids from suitably qualified organisations, including Registered Training Organisations (RTOs) with expertise and experience in community service and public service training.

The following RFT details, issued by the government department responsible for public transport, provide an outline of what will be expected of the successful tenderer.

Background

In response to the release of a Parliamentary Law Reform Committee Report, the Minister for Transport, commissioned an independent and comprehensive review of the role, responsibilities, operations and functions (including the training) of authorised officers. The government and the public transport providers have agreed to use the national training framework as the basis for all future training activity.

An agreement was reached to adopt a competency-based approach for authorised officers training. Stakeholders have identified the particular competencies that are to be used, the structure and content of the training program together with the qualifications to be awarded on successful completion of the total training program.

The course structure consists of three stages:

1. Course development.
2. Production of assessment instruments.
3. Maintenance of a nationally accredited course.

Stage one has been identified as requiring a full-time training effort, with stages two and three being interspersed notionally over an 18 month to two year period involving both on- and off-job training and assessment.

Purpose

In consultation and agreement with stakeholders, develop a curriculum, teaching materials, assessment tools and a maintenance strategy for an authorised officers training program. A proposed framework is included that lists the proposed tasks, actions and outcomes that are required to be completed to meet the requirements of this tender.

Key Deliverables:

- development of curriculum for a 420 hour course
- production of teaching and support materials for 14 units of competency
- development of a range of assessment tools
- development of a strategy that will facilitate course evaluation, review and maintenance

Contractor's Proposal

The proposal submitted by the contractor should detail the following:

- the contractors understanding of the scope and purpose of the assignment and of the key issues which will need to be addressed in its conduct
- the deliverables from the contractor
- the name/s and relevant experience of the contractor
- the total estimated cost for each stage plus overall cost to deliver the project
- the availability of the nominated contractor and the potential commencement date
- the nature of any information and/or support expected from the department

Proposals will be evaluated on the basis of the following criteria:

- understanding of the tasks/ appropriateness of the proposed approach/ methodology
- demonstrated expert knowledge and skills in training program development
- relevant experience of the contractor in training program development
- extensive national and international knowledge of best practices in the training development field
- fee rates and estimated total cost for each stage plus overall costs for the project

Project Duration

Appointment will be considered initially for a period of up to three months. The contract management and administration will be undertaken by the Franchise Relationships Branch of the Public Transport Division.

Contractor Agreement

The contractor will be expected to indicate their willingness to execute the standard agreement for the purchase of services. Any proposed departures from these standard conditions are to be identified in the tenderer's response to the contractor's proposal.

Payments

Payment will be based on total cost for the project. Milestone payments will be made for each stage completed.

Intellectual Property

Material created is department's property. The ownership of all intellectual property and all information created as a result of the provision of services shall vest in the department.

The successful tenderer was a business development unit of a local RTO who proposed a budget of $240,000 for an 18 month project.

An extract from their initial planning documents:

Planning stage one: Prepare course proposal

a. Map existing units of competency from Certificate III in Transport and Distribution (Rail Operations) to the public transport job analysis and develop draft content clusters.
b. Identify and collate areas of underpinning knowledge and skill to be included.
c. Meet with government department to:
  i. Clarify situation regarding the development of new units.
  ii. Identify workplace documents to be used as training materials.
  iii. Identify any existing preferred training materials.
  iv. Identify key stakeholders and contact personnel.

Planning stage two: Scope definition

Key tasks for work breakdown schedule:

a. Document agreed objectives and deliverables.
b. Finalise timelines and work plans.
c. Develop scope management plan.
d. Establish administrative systems.
e. Confirm and brief project team.

Planning stage three: Establish quality protocols and implementation parameters

a. Set up project steering committee.
b. Convene first meeting to sign off content clusters and learning sequences.
c. PSG to review WBS, finalise and sign off.

1 Complete the quality management plan.

Quality management plan template:

The following is a brief explanation of each of the components of the quality management plan.

Quality management purpose

The purpose for managing quality is to validate that the project deliverables are completed with an acceptable level of quality. Quality management assures the quality of the project deliverables and the quality of the processes used to manage and create the deliverables.

The quality management plan identifies these key components:

Objects of quality review	Quality measure	Quality evaluation methods
Project deliverables	Deliverable quality standards Completeness and correctness criteria	Quality control activities
Project processes	Process quality standards Stakeholder expectations	Quality assurance activities

Project deliverables and processes

The key project deliverables and processes subject to quality review.

Deliverable quality standards

The quality standards that are the measures used to determine a successful outcome for a deliverable.

Completeness and correctness criteria

The completeness and correctness criteria describe when each deliverable is complete and correct as defined by the customer. Deliverables are evaluated against these criteria before they are formally approved.

Process quality standards

The quality standards that 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 expectation to be regularly informed monthly of project status.

Quality control activities

The quality control activities that monitor and verify that the project deliverables meet defined quality standards.

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.

Quality management objectives

The following are the quality objectives of the project that reflect the overall intentions to be applied with regard to quality throughout the project.

Project quality control

The focus of quality control is on the deliverables of the project. Quality control monitors project deliverables to verify that the deliverables are of acceptable quality and are complete and correct.

The following table identifies:

- the major deliverables of the project that will be tested for satisfactory quality level
- the quality standards and the correctness and completeness criteria established for the project deliverable; included are any organisational standards that need to be followed
- the quality control activities that will be executed to monitor the quality of the deliverables
- how often or when the quality control activity will be performed

Project deliverable	Deliverable quality standards/ completeness and correctness criteria	Quality control activity	Frequency/ interval

Project quality assurance

The focus of quality assurance is on the processes used in the project. Quality assurance ensures that project processes are used effectively to produce quality project deliverables.

Project process	Process quality standards/ stakeholder expectations	Quality assurance activity	Frequency/ interval

Quality team roles and responsibilities

Identifies the quality-related responsibilities of the project team and list specific quality responsibilities.

Project team role	Assigned resource	Quality control and quality assurance responsibilities

Quality tools

List the tools to be used to support quality management implementation and the purpose or use of the tool.

Tool name	Tool purpose/ use

Quality control and assurance problem reporting plan

Quality Control Log

Exception ID Number	Review Date	Deliverable Reviewed	Findings	Resolution	Resolution Date

Quality Assurance Log

Exception ID Number	Review Date	Process Reviewed	Findings	Resolution	Resolution Date

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2 Complete the quality control review.

Quality control review template:

Control Quality Log

Document all information used to determine quality control for project deliverables.

Exception ID number	Review date	Deliverable reviewed	Findings	Resolution	Resolution date

1. Enter the Exception ID number that is a unique identifier into the control quality log table.
2. Enter the review date that indicates the review date of the project deliverables against the quality measure.
3. Enter the deliverable reviewed that cross-references the deliverable from the quality control table.
4. Enter the findings that describe the result of the measuring of the project deliverable against the quality measure for that deliverable.
5. Enter the resolution that describes the action taken to mediate the findings.
6. Enter the resolution date that indicates the date the resolution was closed.

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3 Develop a list of questions that should be asked when determining quality assurance.

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4 Develop a checklist for managing project quality that could be used on any type of project. Ensure that you consider continuous improvement in your checklist.

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