

RPV.01 – Request Project Variation v2.4

During the life-cycle of the project, the Delivery Agent (PDS / EMOS / Sponsor) may request a variation to one or more agreed parameters in the project: scope, schedule and budget.

As any variation may cause an impact on the overall Estate Works Program (EWP), variation requests must be approved prior to implementation.

Relevant GEMS phase: DEVELOP / DELIVER

Refer to Request Project Variation

As this process can be initiated at any time in the Develop and Delivery phases, the process does not have a reference point in any of the Program Management processes.

When is a Variation Required?

Variation Type	Variation Required When?
Scope	Whenever additional scope requirements above the original brief are introduced. Scope variation is not required for latent conditions. Whenever current scope requirements are being removed from the Project.
Budget	Whenever the delivery agent requires additional budget to complete the project noting that the Forecast Final Cost should not exceed the Project Budget. Whenever the project agent requires a reduction in Project Allowance through the release of Project Budget
Schedule	Whenever delivery agent requires change to the agreed delivery schedule for a project.

RPV.01.01 Review current schedule / budget

Prior to completing the Request for Variation template, the Delivery is to review the current baseline schedule /budget as appropriate.

The current budget is viewed in the Item Financial planning screen, and is:

- The sum of the initial budget + supplement budget for bundled projects
- The sponsor funding for sponsor funded works

The baseline schedule dates are displayed in the PIX file in the Forecast Start Date and Forecast Finish Date columns.

RPV.01.02 Complete RPV template & submit

When a Delivery Agent becomes aware that a variation may be required, whether by stakeholder request, unforeseen circumstance or as part of managing a project, the Delivery Agent should first engage with the NPS to discuss options of managing the change including:

- Lodgement of an Estate Investment Requirement (Prepared by NPS / EFS)

- Logging of a job through the BSSC
- Capturing the requirement through the Estate Appraisal process.

If these options are not appropriate, the delivery agent discusses the appropriateness of submitting a Project Variation Request with the NPS. Following an agreement, the Delivery Agent completed the Request for Variation template which details the variation, and which may include a change to the project:

- Scope
- Schedule
- Budget

The Delivery Agent is required to estimate

- Effects on scope (current / forward years)
- Effects on schedule (current / forward years)
- Effects on budget (current / forward years)

Submitting an RPV

Depending on the variation that is required, different supporting documents, stakeholder engagement requirements and workflow approval chains need to be utilised. When a combination of variations is submitted on one form, all supporting documents and the highest level of Stakeholder Engagement and Workflow Approval Chain is to be implemented.

Scope Variation

Stakeholder Engagement:

In preparing the RPV template, the EFS, BSM and Customer must all be consulted at a minimum. The Delivery Agent should consult and inform other stakeholders as appropriate.

Budget Variation

Stakeholder Engagement:

In preparing the RPV template, PDS should consider consulting with EFS, EMOS and other industry experts to develop a cost change request.

Schedule Variation

Before submission of the workflow, the current schedule dates and requested changes are documented in the RPV template.

Stakeholder Engagement:

In preparing the RPV template, the BSM must be consulted at a minimum. The Delivery Agent should consult and inform other stakeholders as appropriate.

Reason for RPV

The Delivery Agent is also required to identify the reason for the variation.

A variation can be caused by:

- Latent Condition/Unforeseen Circumstance

Latent conditions are physical conditions on, underlying or adjacent to the site/facility that could not be identified by the delivery agent or contactor by reasonable observations or investigations of the site or the site information

provided. Latent Conditions also includes **Latent Hazardous Substance** which are Hazardous Substances, asbestos, ACM or GHS Material in, on or in the vicinity of the Site which differs materially from the Hazardous Substances, asbestos, ACM or GHS Material which should have been anticipated by a prudent, competent and experienced contractor if it had done those things such a contractor should reasonably have done in preparing its tender.

- Natural Event

This is if a fire, flood, explosion, natural disaster or significant naturally occurring event, beyond the control of the Delivery Agent / Contractor, that has directly caused the defect, damage or delay that requires correction.

Normal events such as rain, sun, frost, dust, that are part of the normal operating environment and able to be controlled, prevented or anticipated by the Delivery Agent / Contractor are most unlikely to qualify in this context.

- Defence Risk

This is if an event related to activities of the Commonwealth has caused the Defect, damage or delay that requires correction. This could involve accidental damage or misuse of equipment. Faulty design where the Delivery Agent / Contractor was not responsible for the design and external events beyond the reasonable control of the Delivery Agent / Contractor are also included in this category. This could include utility service disruptions; damage caused by power surges or telecommunication faults which are the responsibility of others. The contractor is expected to provide justification (evidence) to support the claim that the defect or delay was caused by others.

- Project Management

This is where the consequence to the project is not caused by either latent condition, Natural Event or Defence Risk.

The Delivery Agent starts a workflow, attaching the Objective link to the variation request, to:

- **NPS RPM > DEWPO Delivery Officer > NPS Support** if the variation request refers to a scope / budget change, and may also refer to a schedule change
- **NPS RPM > NPS Support** if the variation only refers to a schedule change

RPV.01.03 [Review request from Delivery Agent](#)

NPS conducts a review of the submitted Project Variation Request and provides a recommendation endorsing for approval, or rejection justification.

If the Project Variation Request includes a scope change, NPS will review the forward program to check if projects or EA work orders exist which cover additional works. If so, NPS may decide to bring forward the work to the current project.

If the variation request includes a variation of scope or increase in budget, NPS includes their endorsement of the request to DEWPO for approval. The NPS endorsement must provide justification on why it has been endorsed for approval.

RPV.01.04 [Scope / budget change?](#)

If an endorsed scope / budget change is a component of the Project Variation Request, activity RPV.01.05 applies.

Activity RPV.01.09 applies if there is no scope / budget change.

Variation to Scope / Budget

Scope Definition

A variation in scope is a change to the original intent of the project brief. A scope variation is not required if the project cannot achieve the outcome of the brief and meet Australian Standards and/or Legislation without inclusion of the additional scope.

Example	Scope Change Variation?	
	Scope Change	No Scope Change
1: Brief – Replace the roof on Building 1	<p>Replace the roof on Building 2</p> <p>Replace the ceiling in Building 1 but the ceiling did not have to be changed to allow the roof replacement</p>	<p>Remediation of asbestos packing on rafters found when removing the roof</p> <p>The ceiling is connected to the roof such that removal of the roof would generate damage beyond a minor repair, thus replacement of the ceiling is the most cost effective solution to repair</p>
2: Brief – Paint external of Building 3	<p>Paint internal of Building 3</p> <p>Paint external of adjacent building 4</p>	<p>Lead paint discovered thus removal of lead paint required to allow external painting of building 3</p>
3: Brief – Replace ablutions in Building 5	<p>Upgrade or replace aging ventilation fans in a central plant</p> <p>Provide more ablutions than required by Code or Defence Standards</p>	<p>Upgrade plumbing where existing pipework and draining is not of sufficient condition to support new ablutions to end of life</p> <p>Upgrade or replace aging ventilation fans mounted within the ablutions facility</p> <p>Upgrade or replace RCD (electrical) infrastructure to current codes for ablutions</p>

Scope Discussion: General

Where additional capability is an outcome of the project scoping or discovered as part of the design, etc. then a discussion is required (Delivery Agent / NPS / DEWPO) as to what the project should complete or if the project should be handed onto another Defence department for delivery.

RPV.01.05

Endorse request?

Activity PRV.01.06 applies if NPS endorse the Project Variation Request for a scope / budget change.

If NPS rejects the Project Variation Request, the Delivery Agent notes that the workflow has been rejected. Activity PRV.01.18 applies.

- RPV.01.06** **Review request & recommendation**
DEWPO reviews the request for a variation, including the NPS endorsement and the accompanying documentation.
- RPV.01.07** **Approve request?**
DEWPO decides whether the scope / budget changes in the variation request are warranted or not.

Activity RPV.01.08 applies if DEWPO approves the variation request.

If DEWPO rejects the Project Variation Request, the Delivery Agent notes that the workflow has been rejected. Activity PRV.01.18 applies.
- RPV.01.08** **Review request & recommendation**
Following DEWPO's approval of the workflow, NPS reviews and applies the required changes. Approval of the workflow by NPS is delayed until all changes have been applied.

Variation to Schedule

- RPV.01.09** **Approve schedule change?**
Activity PRV.01.10 applies if NPS endorse the Project Variation Request for a change to schedule.

If NPS rejects the Project Variation Request, the Delivery Agent notes that the workflow has been rejected. Activity PRV.01.18 applies.
- RPV.01.10** **Review request**
Following NPS approval of the workflow, NPS Support reviews and applies the required changes. Approval of the workflow by NPS is delayed until all changes have been applied.

Apply approved changes

- RPV.01.11** **Update schedule baseline**
NPS re-baselines the project schedule based on the approved schedule changes:
- The constraint start and finish dates for the relevant EWP tasks are updated as required.
 - The entire project is selected and the copy to forecast function is applied to update the baseline dates (Forecast Start Date and Forecast Finish Date).
- RPV.01.12** **Update project requirements / description**
The scope change may be for new requirements such as an additional EA work order or a customer EIR, in which case the work order or customer EIR will need to be linked to the project.

Alternatively, the work requested in an EA work order / customer EIR may have already been completed, in which case the work order needs to be de-linked from the project.

A change to the scope may have an impact such that the Item description requires a change to reflect a change in requirements.

RPV.01.13 **Schedule adjustment required?**

This activity is reached following any approvals for a variation to the project scope / budget. A schedule change may be required to allow for a change to the scope.

Alternatively, the variation request may only be for a change to the schedule / budget.

NPS determines if the approved variation request is for a change to the project schedule. NPS may reject the schedule change, for example, if the variation cannot occur due to seasonal considerations.

If a budget change is also requested, the schedule change is first considered.

Activity RPV.01.11 applies if the variation request includes a change to the project schedule.

Activity RPV.01.14 applies if the variation request includes a change to the project budget only.

RPV.01.14 **Budget adjustment required?**

This activity is reached following any approvals for a variation to the project scope / schedule. A budget change may be required to allow for those changes.

Alternatively, the variation request may only be for a change to the budget.

Activity RPV.01.15 applies when a variation request for a budget change has been approved.

Activity RPV.01.16 applies when the variation request does not require a budget change.

RPV.01.15 **Update budget in project Item**

NPS updates approved budget changes in the Item Financial Planning screen:

- The budget change is entered in the Supplement Budget row for bundled projects, added to any existing amounts
- The budget change is entered in the Sponsor Funding row for sponsor funded works, added to any existing amounts

RPV.01.16 **Create snapshot version**

After all changes are applied, NPS creates a snapshot version in the Item. This action creates a snapshot of both the Item and the Project.

RPV.01.17 **Approve workflow**

NPS has now completed all approved adjustments, and approves the workflow.

The Delivery Agent notes that the workflow has been approved. Activity PRV.01.18 applies.

RPV.01.18 **Review outcome of workflow**

The Delivery Agent reviews:

- The Workflows tab in the project definition to check whether the workflow has been approved / rejected, or is still in progress
- The Notes tab on the relevant task to read comments entered by the approvers.

RPV.01.19

Advise stakeholder

The Delivery Agent advises the stakeholder the outcome of the Project Variation Request.

Refer to End Request Variation

The variation request process is now complete.