Overview

This is Unit about controlling projects. You will identify quality standards and pass them to the project team. You will set up systems for recording the quality of work against these standards, and identify how unacceptable quality standards are corrected. You will provide evidence of how the project team are kept informed on quality issues and identify how improvements are implemented. You will identify the current legal and statutory requirements and how they are briefed to the project team. You will need to ensure that consents are obtained. You will identify situations which do not comply with current requirements and how these non-conformances are rectified. You will identify any changes in requirements and, in particular, how these changes are briefed to the project team. You will need to demonstrate the production of a project programme, with particular reference to the resources available, deviations from the agreed programme, and how deviations are identified and quantified. You will need to demonstrate knowledge of the corrective actions required to restore progress in accordance with agreed programmes. You will develop appropriate project value and cost control systems, identifying the required value and cost data, and ensure that any variations are investigated thoroughly that the appropriate corrective action is taken and final accounts are agreed. You will ensure that realistic opportunities for cost savings are identified and costed correctly, and recommended to the project team.

Performance criteria

You must be able to:

Control projects against quality standards

P1 identify and interpret **quality standards** from available information and pass them to the **project team** for their implementation, before they start work

P2 set up **systems** for inspecting, controlling and recording the quality of work against specified **quality standards**

P3 require unacceptable **quality standards** to be corrected and notify the **project team** if this is not done within a reasonable time

P4 inform the **project team** regularly about significant variations in **quality standards**, programme and safety implications, and suggest the decisions which they need to make and actions they need to take

P5 identify improvements from feedback received and recommend them to the **project team** and agreeing amendments to the contract quality requirements and specifications and recording them

Ensure project compliance with legal and statutory requirements

You must be able to:

P6 identify and interpret **legal and statutory** requirements from available information and clarify them where there is uncertainty

P7 ensure that required **legal and statutory** consents are obtained

P8 brief the **project team** about their **legal and statutory** responsibilities to those responsible for implementing them before they start work on the contract

P9 develop and implement **monitoring systems**, collect information regularly and summarise it

P10 identify situations which do not comply with **legal and statutory** requirements, investigate the circumstances thoroughly and take appropriate **corrective action**

P11 identify any changes in **legal and statutory** requirements which may have an impact on the project, summarise the important details and pass this on to the **project team**

P12 complete statutory submissions accurately and on time

Control project progress against agreed programme

You must be able to:

P13 develop and implement systems to monitor and record **information** on the progress of the project against the agreed programme

P14 collect **information** regularly and summarise it accurately

P15 identify inadequately and inappropriately specified **resources**, inform **project team** and specify and obtain alternative **resources**

P16 ensure that any **deviations** are identified and **quantified** from planned progress which have occurred, or which may occur, and which could affect the programme

P17 investigate the circumstances of any **deviations** thoroughly and agree and implement appropriate **corrective action**

Performance criteria

P18 recommend options which are most likely to minimise increases in time and help the project progress, and pass these on to the **project team**

P19 regularly inform the **project team** and **stakeholders** about progress, changes to the programme, **resource** needs, and suggest the decisions and actions that need to be taken

P20 identify improvements from feedback received and recommend them to **project team and stakeholders**

Control project value and costs

You must be able to:
P21 ensure that appropriate **project cost control systems** are developed and implemented which are able to provide early warning of problems

P22 ensure that **value and cost data** is collected regularly, recorded correctly and passed on to the people who need it in time for them to be able to use it

P23 ensure that the correct work **value and cost data** are calculated from measurement of work quantity and payment rates

P24 ensure that accurate **value and cost data** is prepared and present it in a format which will help people to make decisions

P25 ensure that variations and trends in **value and cost data** are identified and quantify and cost them

P26 ensure that any variations are investigated thoroughly and appropriate **corrective action** is agreed and implemented with the **project team** which will restore costs and expenditure to budget

P27 ensure that systems and processes are developed and implemented for identifying **opportunities for cost savings** and recommend them to the **project team**

P28 ensure that realistic **opportunities for cost savings** are identified and costed correctly and recommend them to the **project team**

Knowledge and understanding

You need to know and understand:

Control projects against quality standards

K1   what to identify as **quality standards** (understanding)

K2   how to require unacceptable **quality standards** to be corrected and notify the **project team** if **quality standards** are not corrected within a reasonable time (application)

K3   how to inform **project team** about significant variations in **quality standards**, programme and safety implications (application)

K4   how to record amendments to the contract quality requirements and specifications (application)

K5   how and why to suggest the decisions which the **project team** need to make about significant variations in **quality standards** and the actions they need to take (synthesis)

K6   how and why to agree amendments to the contract quality requirements and specifications (evaluation)

K7   how to interpret **quality standards** (analysis)

K8   how to pass **quality standards** on to **project team** for implementing them before they start work (application)

K9   what to identify as improvements from feedback received (understanding)

K10 how and why to recommend improvements to **project team** (synthesis)

K11 how and why to set up **systems** for inspecting and controlling and recording the quality of work against specified **quality standards** (synthesis)

Ensure project compliance with legal and statutory requirements

You need to know and understand:

K12 what to identify as **legal and statutory** requirements (understanding)

K13 how to interpret **legal and statutory** requirements (analysis)

K14 how to clarify **legal and statutory** requirements where there is uncertainty (application)

K15 how to ensure that required **legal and statutory** consents are obtained (applicable)

K16 how to brief the **project team** on **legal and statutory** responsibilities before they start work on the contract (application)

K17 how and why to investigate the circumstances of situations which do not comply with **legal and statutory** requirements (analysis)

K18 how and why to develop **monitoring systems** (synthesis)

K19 how to complete statutory submissions (application)

K20 what to identify as situations which do not comply with **legal and statutory** requirements (understanding)

Knowledge and understanding	K21	what to identify as changes in **legal and statutory** requirements which may have an impact on the project (understanding)

Knowledge and understanding

K21   what to identify as changes in **legal and statutory** requirements which may have an impact on the project (understanding)

K22   how to summarise and pass on the important details of any changes in **legal and statutory** requirements which may have an impact on the project (application)

K23   how to implement **monitoring systems** and collect and summarise information (application)

Control project progress against agreed programme

You need to know and understand:

K24   how to implement systems to monitor and record the **information** on the progress of the project against the agreed programme, and collect and summarise **information** (application)

K25   how and why to develop systems to monitor and record the **information** on progress of the project against the agreed programme (synthesis)

K26   what to identify as inadequately and inappropriately specified **resources** (understanding)

K27   how to inform the **project team** about inadequately and inappropriately specified **resources**, and obtain alternative **resources** (application)

K28   how and why to specify alternative **resources** (evaluation)

K29   how to ensure that any **deviations** are identified from planned progress which have occurred, or which may occur, and which could affect the programme (application)

K30   how to ensure that any **deviations** from planned progress are **quantified** (application)

K31   how and why to investigate the circumstances of any **deviations** (analysis)

K32   what to identify as improvements from feedback received (understanding)

K33   how to implement **corrective action** (application)

K34   how and why to recommend options which are most likely to minimise increases in time and help the project progress (synthesis)

K35   how and why to agree **corrective action** in the circumstances of any **deviations** (evaluation)

K36   how to pass options to the **project team** (application)

K37   how to regularly inform the **project team** about progress, changes to the programme, and **resource** needs (application)

K38   how and why to recommend improvements to **project team** and **stakeholders** (synthesis)

K39   how and why to suggest the decisions and actions that need to be taken (synthesis)

Control project value and costs

K40   how to ensure that appropriate **project cost control systems** are developed and implemented which are able to provide early warning of problems (application)

K41   how to ensure that **value and cost data** is collected regularly, recorded correctly and passed on to the people who need it in time for them to be able to use it (application)

K42   how to ensure that the correct work **values and cost data** are calculated from measurement of work quantity and payment rates (application)

K43   how do ensure that accurate **value and cost data** is prepared and presented in a format which will help people to make decisions (application)

K44   how to ensure that variations and trends in **value and cost data** are identified and quantifying and costing them (application)

K45   how to ensure that any variations are investigated thoroughly and appropriate **corrective action** is agreed and implemented with the **project team** which will restore costs and expenditure to budget (application)

K46   how to ensure that systems and processes are developed and implemented for identifying **opportunities for cost savings** and recommending them to the **project team** (application)

K47   how to ensure that realistic **opportunities for cost savings** are identified and costed correctly and recommended to the **project team** (application)

Scope/range

Control projects against quality standards

1   Quality standards:

    1.1   statutory requirements

    1.2   project specifications

    1.3   British Standards

    1.4   international Standards

    1.5   Codes of Practice

    1.6   organisation standards

    1.7   trade advisory guidance and best practice

    1.8   benchmarks

2   Project team:

    2.1   client

    2.2   consultants

    2.3   contractors

    2.4   subcontractors and suppliers

    2.5   partners in the programme

3   Systems:

    3.1   inspection and test plans

    3.2   implementing corrective action

    3.3   records

    3.4   site meetings

    3.5   contractors reports

    3.6   audits

Ensure project compliance with legal and statutory requirements

4   Legal and statutory:

    4.1   planning approvals

    4.2   Building Control

    4.3   Environmental Health

    4.4   health, safety and welfare;

    4.5   environment (e.g. noise, dust, transport, emissions, waste management)

    4.6   fire

    4.7   utilities

Scope/range

        4.8   highways

        4.9   heritage and ecology

        4.10   employment practice

        4.11   bylaws

        4.12   insurance and warranties

5   Project team:

        5.1   client

        5.2   consultants

        5.3   contractors

        5.4   subcontractors and suppliers

        5.5   partners in the programme

6   Monitoring systems:

        6.1   inspection and test plans

        6.2   implementing corrective action

        6.3   records

        6.4   site meetings

        6.5   contractors reports

        6.6   audits

7   Corrective action:

        7.1   restore compliance

        7.2   agree waiver

Control project progress against agreed programme

8   Information:

        8.1   visual inspection

        8.2   resource records

        8.3   site inspection reports

        8.4   contractors' reports

        8.5   certified payments

        8.6   written, graphical and electronic records of actual work against programmed work

        8.7   photographs

        8.8   site meetings

        8.9   organisational procedures

Scope/range

8.10   management reports

8.11   benchmarks

8.12   comparison with project requirements

8.13   programmes

8.14   schedule of deliverables

9   Resources:

9.1   people

9.2   plant and equipment

9.3   materials and components

9.4   finance

9.5   time

9.6   specialist services

9.7   public utility services

9.8   information

10   Project team:

10.1   client

10.2   consultants

10.3   contractors

10.4   subcontractors and suppliers

10.5   partners in the programme

11   Quantifying:

11.1   method study

11.2   work study

11.3   production analysis

12   Deviations:

12.1   resource shortages

12.2   design problems and constraints

12.3   industrial disputes

12.4   lack of essential construction information

12.5   construction errors and rework

12.6   inclement weather

12.7   physical constraints

12.8   legal

12.9   social

12.10   environmental

12.11   poor scope definition

13   Corrective action:

13.1   restore progress in accordance with agreed programme

13.2   agree new completion dates

13.3   secure additional resources

13.4   alter planned work

14   Stakeholders:

14.1   the client

14.2   prospective occupiers/owners

14.3   prospective users

14.4   regulatory authorities

14.5   government agencies

14.6   public interest organisations

14.7   public utilities

Control project value and costs

15   Project cost control systems:

15.1   contractual procedures and meetings

15.2   operational procedures and meetings

15.3   risk register

16   Value and cost data:

16.1   materials and quantities

16.2   plant

16.3   people

16.4   sub-contractors

16.5   dayworks

16.6   periodic valuations

16.7   final accounts

16.8   retention sums

16.9   forecasts of expenditure

16.10   performance information

16.11 indirect costs

16.12 variations

17 Corrective action:

17.1 regulate expenditure to conform with budgets

17.2 agree additional costs

17.3 make a contract claim

17.4 mitigation strategy

18 Project team:

18.1 client

18.2 consultants

18.3 contractors

18.4 subcontractors and suppliers

18.5 partners in the programme

19 Opportunities for cost saving:

19.1 waste reduction and management

19.2 resource management and logistics

19.3 applications of new technologies and materials

19.4 recyclable materials

19.5 alternative sources and types of materials

19.6 plant and labour which meet project requirements

19.7 variations in quality

19.8 standardisation

19.9 value engineering

19.10 lean construction principles

COSCSMO15
Control projects

Developed by	ConstructionSkills
Version number	
Date Approved	December 2008
Indicative review date	November 2019
Validity	Current
Status	Original
Originating organisation	ConstructionSkills
Original URN	COSCSMO15
Relevant occupations	Managers in construction
Suite	Construction Senior Management
Keywords	Standards; project; variations; cost