

## H7YE 04 (CFAM&LFA5) — Manage Projects

### Overview

This standard is about managing projects for which you have been given responsibility.

This standard is relevant to managers and leaders who are required to manage projects.

This standard links closely to *CFAM&LFA4 Manage programmes*. Effective project management also requires project managers to be competent in a range of other standards, such as, *CFAM&LBA3 Lead your team*, *CFAM&LDB2 Allocate work to team members*, *CFAM&LDB3 Quality assure work in your team*, *CFAM&LEA4 Manage budgets*, *CFAM&LEB3 Manage physical resources* and *CFAM&LEC4 Communicate information and knowledge*.

## **Additional Information**

### **Behaviours**

When performing to this standard, you are likely to demonstrate the following behaviours:

- 1 Recognise changes in circumstances promptly and adjust plans and activities accordingly.
- 2 Identify the range of elements in a situation and how they relate to each other.
- 3 Present information clearly, concisely, accurately and in ways that promote understanding.
- 4 Act within the limits of your own authority.
- 5 Watch out for potential risks and hazards.
- 6 Prioritise objectives and plan work to make the effective use of time and resources.
- 7 Take personal responsibility for making things happen.
- 8 Clearly agree what is expected of others and hold them to account.
- 9 Monitor the quality of work and progress against plans and take appropriate corrective action, where necessary.
- 10 Take pride in delivering high quality work.
- 11 Create a sense of common purpose.
- 12 Make effective use of available resources.
- 13 Seek new sources of support when necessary.
- 14 Identify the implications or consequences of a situation.
- 15 Take timely decisions that are realistic for the situation.

## **Skills**

When performing to this standard, you are likely to demonstrate the following skills:

- ◆ Acting assertively
- ◆ Communicating
- ◆ Consulting
- ◆ Contingency planning
- ◆ Decision-making
- ◆ Delegating
- ◆ Evaluating
- ◆ Information management
- ◆ Involving others
- ◆ Leadership
- ◆ Managing conflict
- ◆ Monitoring
- ◆ Motivating
- ◆ Negotiating
- ◆ Planning
- ◆ Presenting information
- ◆ Prioritising
- ◆ Problem solving
- ◆ Providing feedback
- ◆ Reporting
- ◆ Reviewing
- ◆ Risk management
- ◆ Setting objectives
- ◆ Stress management
- ◆ Thinking systematically
- ◆ Time management

## Performance Criteria — What you do in your job

You must provide evidence to meet all the 13 Performance Criteria for this Unit. The Performance Criteria are grouped under headings to assist you with planning how best to meet these points.

Place the number of the piece of work where this Performance Criteria has been met in the evidence box after each criteria.

	<b>Performance Criteria</b>	<b>Evidence Number where this criteria has been met</b>
1	Discuss and agree the key objectives and scope of the proposed project and the available resources with the project sponsors and other key stakeholders.	
2	Identify how the proposed project fits with the overall vision, objectives and plans of the organisation and any programmes of work or other projects being undertaken.	
3	Develop, in consultation with project team members, a realistic and thorough plan for undertaking the project and achieving its objectives.	
4	Discuss and agree the project plan with the project sponsors and other key stakeholders, making changes where necessary.	
5	Brief project team members on the project plan and their roles and responsibilities and provide ongoing support, encouragement and information.	
6	Put processes and resources in place to manage potential risks arising from the project and deal with contingencies.	
7	Implement the project plan, selecting and applying effective project management tools and techniques to monitor, control and review progress.	
8	Communicate progress to the project sponsor, other key stakeholders and project team members on a regular basis.	

	<b>Performance Criteria</b>	<b>Evidence Number where this criteria has been met</b>
9	Identify, in the light of progress, problems encountered or changes to organisational objectives, any required changes to the project plan, obtaining agreement from project sponsors and other key stakeholders where necessary.	
10	Deliver project objectives on time and within budget.	
11	Confirm satisfactory completion of the project with the project sponsor and any key stakeholders.	
12	Evaluate the success of the project, identifying what lessons can be learned and shared.	
13	Celebrate the completion of the project, recognising the contributions of project team members.	

## Knowledge and Understanding — Why and how you do what you do in your job

You must provide evidence of your knowledge and understanding to meet all the 40 knowledge points for this Unit. The knowledge points are grouped under headings to assist you with planning how best to meet them.

Place the number of the piece of work where each knowledge point has been met in the 'evidence number' box after each point.

### General knowledge and understanding

	<b>Knowledge and Understanding</b> <i>You need to know and understand:</i>	<b>Evidence Number</b> <b>where this knowledge</b> <b>point has been met</b>
1	The characteristics of projects as opposed to routine management functions/activities.	
2	The role and key responsibilities of a project manager.	
3	Key stages in the project life cycle.	
4	The importance of the relationship between the project manager and the project sponsors and any key stakeholders.	
5	Why it is important to discuss and agree the key objectives and scope of a proposed project with the project sponsors and any key stakeholders before detailed planning commences.	
6	The type of information needed for effective project planning.	
7	Why it is important to be able to identify and understand how a project fits with the overall vision, objectives and plans of the organisation and any programmes of work or other projects being undertaken.	
8	Why it is important to consult with relevant people in developing a project plan and how to do so effectively.	

### General knowledge and understanding (cont)

	<b>Knowledge and Understanding</b> <i>You need to know and understand:</i>	<b>Evidence Number where this knowledge point has been met</b>
9	What should be included in a project plan, particularly activities, required resources and timescales and why the plan needs to be discussed and agreed with the project sponsors and any key stakeholders.	
10	Why it is important that any project team members are briefed on the project plan, their roles and responsibilities and how to do so effectively.	
11	Ways of providing ongoing support, encouragement and information to any project team members.	
12	Ways of identifying and managing potential risks in relation to the project.	
13	The importance of contingency planning and how to do it effectively.	
14	How to select from and apply a range of project management tools and techniques to monitor, control and review progress of the project.	
15	Effective ways of communicating with project sponsors and any key stakeholders during a project.	
16	The importance of agreeing changes to the project plan with the project sponsors and any key stakeholders.	
17	The type of changes that might need to be made to a project plan during implementation.	
18	Why it is important to confirm satisfactory completion of the project with the project sponsors and any key stakeholders and how to do so effectively.	

### General knowledge and understanding (cont)

	<b>Knowledge and Understanding</b> <i>You need to know and understand:</i>	<b>Evidence Number where this knowledge point has been met</b>
19	How to establish effective systems for evaluating the success of projects and identifying lessons for the future.	
20	The importance of recognising the contributions of project team members to the success of projects and different ways of doing so.	

### Industry/sector specific knowledge and understanding

21	Project management tools and techniques commonly used in the industry or sector.	
22	Risks and contingencies common to the industry/sector.	
23	Industry/sector specific legislation, regulations, guidelines and codes of practice.	

### Context specific knowledge and understanding

24	The project sponsors — the individual or group for whom the project is being undertaken.	
25	Key stakeholders — the individuals or groups who have a significant interest in the success of the project and the organisation.	
26	The agreed key objectives and scope of the proposed project and the available resources.	
27	The overall vision, objectives and plans of the organisation and any other relevant programmes of work or other projects being undertaken.	
28	Your organisation's project management methodology, policy and procedures.	
29	Mechanisms for consulting on the development of the project plan and the views/thoughts received from relevant people in relation to proposals.	

### Context specific knowledge and understanding (cont)

	<b>Knowledge and Understanding</b> <i>You need to know and understand:</i>	<b>Evidence Number where this knowledge point has been met</b>
30	The agreed project plan.	
31	The roles and responsibilities of any project team members.	
32	Methods used for briefing, supporting, encouraging and providing information to any project team members.	
33	Processes and resources put in place to manage potential risks and deal with contingencies.	
34	Type and nature of potential risks identified and contingencies encountered.	
35	Specific project management tools and techniques used to monitor, control and review progress.	
36	Processes in place for communicating information on progress of the project to the project sponsors, any key stakeholders and any project team members.	
37	Processes in place for identifying and agreeing changes to the project plan and any changes which have been made.	
38	Processes for confirming satisfactory completion of the project with the project sponsors and any key stakeholders.	
39	Processes for evaluating the success of the project and any lessons which have been learned from undertaking the project.	
40	Methods used for recognising the contributions of any project team members to successful projects.	

The candidate and assessor must only sign below when all Performance Criteria and knowledge points have been met.

**Unit assessed as being complete**

<b>Candidate's name</b>	
<b>Candidate's signature</b>	
<b>Date submitted to Assessor as complete</b>	

<b>Assessor's name</b>	
<b>Assessor's signature</b>	
<b>Date assessed complete</b>	

**Internal Verification**

To be completed in accordance with centre's internal verifier (IV) strategy.

<b>Evidence for this Unit was sampled on the following date/s</b>	<b>Internal verifier's signature</b>	<b>Internal verifier's name</b>

This Unit has been subject to an admin check in keeping with the centre's IV strategy.

<b>Date of admin check</b>	<b>Internal verifier's signature</b>	<b>Internal verifier's name</b>

**Unit completion confirmed**

<b>Internal verifier's name</b>	
<b>Internal verifier's signature</b>	
<b>Date completed</b>	