Direct design teams and communication

Overview

This unit is concerned with team leadership, good communications and productive relationships.

It is about forming your design teams. You must know and decide upon the numbers of team members required, their skills, experiences and qualifications, how and where to obtain and secure their services. This will involve skills analysis, recruitment, selection, and negotiation processes.

It is about ensuring good communications within your business. You must have extensive knowledge of communication systems, and be able to establish and implement them effectively. It is about managing your team effectively. You will need to be involved in planning their work, agreeing its allocation and prioritisation, and controlling the progress of the designs.

It is about productive working relationships. You must be able to demonstrate leadership and mature interpersonal skills in your relationships with professional colleagues so that they lead to and result in successful business outcomes

Performance criteria

You must be able to: **Select and form project design teams**

1 identify the services and resources that are needed, and select those that meet the agreed timescales and budget limits

2 identify any significant factors which will affect the number, type and availability of services and resources

3 negotiate and agree proposals for team membership which are likely to produce an effective team

4 ensure that services and resources are evaluated and the results are circulated to decision makers

5 follow the rules and formalities for obtaining services and resources

6 produce appropriate contractual arrangements and terms of appointment for services and resources selected and confirm them in writing with stakeholders

7 negotiate contracts and agreements in a way which preserves goodwill and trust

8 ensure that the selection and formation of project teams is consistent with the organisation's HR and business policy

Establish and maintain organisation and communication systems for projects

9 identify the organisational and communication needs for projects

10 develop and introduce systems which are compatible with those used by clients and supply chain and which enable clear and effective management, and administrative and operational controls

11 produce accurate and unambiguous information about people's roles and responsibilities, the project, and organisational structures, and circulate the information to people and organisations who have an interest

12 introduce methods of communicating, reporting, recording and retrieving information between people and organisations who have an interest which are appropriate to the needs of the project and monitor the methods regularly for effectiveness

13 identify and investigate breakdowns in communication, and take action to restore effective communication

14 set up systems for recording and providing feedback on the ways in which resources are allocated and used

Develop and maintain relationships with people who are affected by your work

15 develop, maintain and encourage working relationships with people which promote goodwill and trust
16 inform people about work activities in an appropriate level of detail and with an appropriate degree of urgency
17 offer advice and help to people about work activities with sensitivity and encourage questions, requests for clarification and comments
18 present proposals for action clearly to people at an appropriate time and with the right level of detail for the degree of change, expenditure and risk involved
19 clarify with people objections to proposals and suggest alternative proposals
20 resolve conflicts and differences of opinion in ways which minimise offence, and maintain goodwill, trust and respect

Knowledge and understanding

You need to know and understand:

Select and form project design teams

1 what to identify as the services and resources that are needed (understanding)

2 how and why to select the services and resources that meet the agreed timescales and budget limits (evaluation)

3 what to identify as any significant factors which will affect the number, type and availability of services and resources (understanding)

4 how and why to negotiate proposals for team membership which are likely to produce an effective team (evaluation)

5 how and why to agree proposals for team membership which are likely to produce an effective team (evaluation)

6 how to ensure that services and resources are evaluated and that the results are circulated to decision makers (application)

7 how to follow the rules and formalities for obtaining services and resources (application)

8 how to produce appropriate contractual arrangements and terms of appointment for the services and resources selected (application)

9 how to confirm appropriate contractual arrangements and terms of appointment for services and resources in writing with stakeholders (application)

10 how and why to negotiate contracts and agreements in a way which preserves goodwill and trust (evaluation)

11 how to ensure that the selection and formation of project teams is consistent with the organisation's HR and business policy (application)

Establish and maintain organisation and communication systems for projects

12 what to identify as the organisational and communication needs for projects (understanding)

13 how and why to develop systems which are compatible with those used by clients and supply chain and which enable clear and effective management, and administrative and operational controls (evaluation)

14 how and why to introduce systems which are compatible with those used by clients and supply chain and which enable clear and effective management, and administrative and operational controls (synthesis)

15 how to produce accurate and unambiguous information about people's roles and responsibilities, the project, and organisational structures (application)

16 how to circulate information about people's roles and responsibilities, the project, and organisational structures to people and organisations who have an interest (application)

17 how and why to introduce methods of communicating, reporting, recording and retrieving information between people and organisations who have an interest which are appropriate to the needs of the project (synthesis)

18 how and why to monitor the methods of communicating, reporting, recording and retrieving information regularly for effectiveness (analysis)

19 what to identify as breakdowns in communication (understanding)

20 how and why to investigate breakdowns in communication (analysis)

21 how to take action to restore effective communication (application)

22 how and why to set up systems for recording and providing feedback on the ways in which resources are allocated and used (synthesis)

Develop and maintain relationships with people who are affected by your work

23 how and why to develop working relationships with people which promote goodwill and trust (evaluation)

24 how to maintain working relationships with people which promote goodwill and trust (application)

25 how to encourage working relationships with people which promote goodwill and trust (application)

26 how to inform people about work activities in an appropriate level of detail and with an appropriate degree of urgency (application)

27 how and why to offer advice and help to people about work activities with sensitivity (synthesis)

28 how to encourage questions, requests for clarification and comments (application)

29 how to present proposals for action clearly to people at an appropriate time and with the right level of detail for the degree of change, expenditure and risk involved (application)

30 how to clarify with people objections to proposals and suggest alternative proposals (application)

31 how to resolve conflicts and differences of opinion in ways which minimise offence, and maintain goodwill, trust and respect (synthesis)

Direct design teams and communication

Scope/range	**Select and form project design teams**

1 Services and resources:

1.1 project management

1.2 technical staff

1.3 design

1.4 specialist sub-contractors and suppliers

1.5 specialist services

1.6 products

1.7 facilities

1.8 materials

1.9 plant and equipment

1.10 collaborative IT

2 Significant factors:

2.1 location

2.2 cost

2.3 time

2.4 skills, experience and knowledge required and available

2.5 training and development requirements

2.6 impact of new technology processes and materials on skills

2.7 diversity

2.8 language

2.9 accreditation requirements

3 Contractual arrangements:

3.1 definition and coverage of required project services

3.2 roles and responsibilities for procurement

3.3 alignment of interests and benefits

3.4 early participation of key suppliers

3.5 integrated project insurance

3.6 agreed payment procedures

3.7 open book accounting

3.8 supply chain accounting

3.9 working across discipline boundaries (information exchange strategy)

3.10 BIM protocols

3.11 risk allocation

3.12 novation arrangements

4 Terms of appointment:

4.1 scope

4.2 cost

4.3 deliverables

4.4 timescale

Establish and maintain organisation and communication systems for projects

5 Organisational and communication needs:

5.1 site management

5.2 site/head office interface

5.3 contract administration

5.4 health and safety

5.5 team working relationships

5.6 sharing of project data

5.7 design information management strategy

5.8 Common Data Environment (CDE)

5.9 Building Information Modelling

6 Information about people's roles and responsibilities:

6.1 individual job descriptions

6.2 organisation charts

6.3 contractual arrangements

6.4 team

6.5 skills, training and development

7 People and organisations who have an interest:

7.1 clients

7.2 consultants

7.3 contractors

7.4 sub-contractors

7.5 suppliers

7.6 public utilities

7.7 emergency services

7.8 people working on site

7.9 occupiers, community, neighbours and visitors

7.10 statutory authorities

7.11 off site manufacturing suppliers

7.12 facility/asset managers

7.13 non English language speakers

8 Methods of communicating, reporting, recording and retrieving:
8.1 oral
8.2 written
8.3 graphic
8.4 electronic

9 Resources:
9.1 people
9.2 plant and equipment
9.3 materials and components
9.4 contractors
9.5 sub-contractors
9.6 information (digital models, documents, drawings, graphical and non-graphical electronic data files)
9.7 work area and facilities

Develop and maintain relationships with people who are affected by your work

10 Working relationships:
10.1 formal (contractual and statutory)
10.2 informal

11 People:
11.1 clients and customers
11.2 employers
11.3 employees
11.4 statutory & regulatory bodies
11.5 users and community groups
11.6 contractors
11.7 consultants
11.8 partners
11.9 near neighbours
11.10 occupiers
11.11 general public
11.12 people with specific access and communication needs
11.13 suppliers of products and services
11.14 government agencies
11.15 non-English speakers

12 Promote goodwill and trust:

12.1 demonstrating a duty of care

12.2 ethical relationships

12.3 professional independence

12.4 honouring promises and undertakings

12.5 honest relationships

12.6 constructive relationships

12.7 equal opportunities

12.8 acknowledge diversity

13 Inform, offer advice, present and clarify:

13.1 orally

13.2 in writing

13.3 using graphics

13.4 electronically

14 Work activities:

14.1 proposals and their impact

14.2 progress

14.3 results

14.4 achievements

14.5 emerging threats

14.6 risks

14.7 opportunities

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