

DR5J 04 (HF1) Manage a Project

Element of competence

HF1.1 Manage a project

About this Unit

This Unit is about managing a project for which you have been given responsibility. This involves developing and agreeing a plan for the project, and monitoring and controlling implementation of the plan and any changes. It also involves ensuring that the project achieves its key objectives and is completed to the satisfaction of the project sponsor(s) and any key stakeholders.

Target Group

This Unit is recommended for those in operational and managerial roles with responsibility for managing a project.

Evidence Requirements for the Unit

It is essential that you adhere to the Evidence Requirements for this Unit — please see details overleaf.

DR5J 04 (HF1) Manage a Project

Specific Evidence Requirements for this Unit
Simulation:
Simulation is not permitted for this Unit.
The following forms of evidence ARE mandatory:
Direct Observation: Your assessor or expert witness must observe you in real work activities which provide a significant amount of the Performance Criteria for most of the Elements in this Unit. For example your assessor may see you setting up or attending a meeting between yourself and other members of staff as well as other stakeholders to look at any proposed project(s). Or a meeting with colleagues to review progress or any monitoring the candidate has undertaken.
Reflective Account/professional discussion: These will be an explanation or a description of your practice in particular situations based on current working practices. For example an account of how you prepared or implemented a project plan, accounts of any methods used to overcome any barriers. An account of any project review regarding good practice and how you kept your colleagues informed of developments and your evaluation of the project achievements. You could also include an explanation of how legislation, policies and procedures affect your practice.
Competence of performance and knowledge could also be demonstrated using a variety of evidence from the following:
Questioning/professional discussion: May be used to provide evidence of knowledge, legislation, policies and procedures which cannot be fully evidenced through direct observation or reflective accounts. In addition the assessor/expert witness may also ask questions to clarify aspects of your practice.
Expert witness: A designated expert witness may provide direct observation of practice, questioning, undertaking a professional discussion or providing feedback on a reflective account.
Working within the Youth Justice field can pose a number of challenges for Direct Observation of practice by assessors not based in the workplace and it is vital that expert witnesses are identified at the planning stage as they will be require to work closely with your assessor in the evidence gathering process.
Witness testimony: Can be a confirmation or authentication of the activities described in your evidence which your assessor has not seen. This could be provided by a work colleague or another key person. It is NOT appropriate to use witness testimony from any member of their family or circle of friends.
Products: These can be anonymised copies of project plans with an indication of how it fits within any agency vision and mission objectives. Minutes of meetings, project objectives and plans that clearly indicate your contribution and management input, project management and evaluation tools.
Due to the nature of this Unit considerable care should be given to the inclusion of any anonymised records in your portfolio. They should remain where they are normally stored and checked for their authenticity by your assessor as well as occasionally by your Verifier. Where records are included great care should be taken to ensure they are anonymised to ensure confidentiality.

DR5J 04 (HF1) Manage a Project

General guidance

- ◆ Prior to commencing this Unit you should agree and complete an assessment plan with your assessor which details the assessment methods (including potential products) and the tasks you will be undertaking to demonstrate your competence.
- ◆ Evidence must be provided for ALL of the Performance Criteria, ALL of the knowledge and parts of the scope that are relevant to your job.
- ◆ Candidates and assessors should ensure that knowledge evidence should be **integrated** into the reflective accounts, direct observations and if appropriate in professional discussions. Care should be taken to **avoid** assessment of knowledge through set or banks of questions as they generally do not reflect real work practice.
- ◆ The evidence must reflect the policies and procedures of your workplace and be linked to the current legislation, values and principles of best practice within the Community Justice Sector and in particular those staff working with the Youth Justice Sector.
- ◆ ALL evidence must relate to your own work practice.

DR5J 04 (HF1) Manage a Project

Knowledge Specification for this Unit

Competent practice is a combination of the application of skills and knowledge informed by values and ethics. This specification details the knowledge and understanding required to carry out competent practice in the performance described in this Unit.

When using this specification **it is important to read the knowledge requirements in relation to expectations and requirements of your job role.**

You need to provide evidence for ALL knowledge points listed below. There are a variety of ways this can be achieved so it is essential that you read the 'knowledge evidence' section of the Assessment Guidance.

You need to show that you know, understand and can apply in practice:	Enter Evidence Numbers
1 The fundamental characteristics of projects, as opposed to routine management function/activities.	
2 The role and key responsibilities of a project manager.	
3 Key stages in the project lifecycle.	
4 The importance of the relationship between the project manager and the project sponsor(s) and any key stakeholders, and the importance of effective customer service.	
5 Why it is important to discuss and agree the key objectives and scope of a proposed project with the project sponsor(s) 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 related 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 this effectively.	
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 sponsor(s) 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 so effectively.	
14 How to select from and apply a range of basic project management tools and techniques to monitor, control and review progress of the project.	
15 Effective ways of communicating with project sponsor(s) and any key stakeholders during a project.	
16 The importance of agreeing changes to the project plan with the project sponsor(s) and any key stakeholders.	
17 The type of changes that might need to be made to a project plan during implementation to address changing needs and external factors.	
18 Why it is important to confirm satisfactory completion of the project with the project sponsor(s) and any key stakeholders and how to do so effectively.	

DR5J 04 (HF1) Manage a Project

You need to show that you know, understand and can apply in practice:	Enter Evidence Numbers
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.	
Justice sector specific knowledge and understanding	
21 Project management tools and techniques commonly used in the justice sector.	
22 Risks and contingencies common to the justice sector.	
23 Justice sector specific legislation, regulations, guidelines and codes of practice.	
Context specific knowledge and understanding	
24 The project sponsor(s) — the individual or group for whom the project is being undertaken.	
25 Key stakeholders — the individuals or groups who have a vested 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 Mechanisms for consulting on the development of the project plan and the views/thoughts received from relevant people in relation to proposals.	
29 The agreed project plan.	
30 The roles and responsibilities of any project team members.	
31 Methods used for briefing, supporting, encouraging and providing information to project team members.	
32 Processes and resources put in place to manage potential risks and deal with contingencies.	
33 Type and nature of potential risks identified and contingencies encountered.	
34 Specific project management tools and techniques used to monitor, control and review progress.	
35 Processes in place for communicating information on progress of the project to the project sponsor(s), any key stakeholders and project team members.	
36 Processes in place for identifying and agreeing changes to the project plan.	
37 Processes for confirming satisfactory completion of the project with the project sponsor(s) and any key stakeholders.	
38 Processes for evaluating the success of the project, including sources of relevant information and any lessons which have been learned from undertaking the project.	
39 Methods for recognising the contributions of project team members to successful projects.	

DR5J 04 (HF1) Manage a Project

HF1.1 Manage a project

Performance Criteria		DO	RA	EW	Q	P	WT
		1	Discuss and agree the key objectives and scope of the proposed project and the available resources with the project sponsor(s) and any 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 relevant people, a realistic and thorough plan for undertaking the project and achieving the key objectives.						
4	Discuss and agree the project plan with the project sponsor(s) and any key stakeholders, making changes where necessary.						
5	Brief any 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 a range of basic project management tools and techniques to monitor, control and review progress.						
8	Communicate progress to the project sponsor(s), any key stakeholders and any project team members on a regular basis.						
9	Identify, in the light of progress and any problems encountered and wider developments, any required changes to the project plan, obtaining agreement from project sponsors and any key stakeholders where necessary.						
10	Achieve project objectives using the agreed level of resources.						
11	Confirm satisfactory completion of the project with the project sponsor(s) and any key stakeholders.						
12	Evaluate the success of the project, identifying what lessons can be learned and recognise the contributions of project team members.						

DO = Direct Observation
EW = Expert Witness

RA = Reflective Account
P = Product (Work)

Q = Questions
WT = Witness Testimony

DR5J 04 (HF1) Manage a Project

Behaviours which underpin effective performance

- 1 Recognise changes in circumstances promptly and adjust plans and activities accordingly.
- 2 Find practical ways to overcome barriers.
- 3 Present information clearly, concisely, accurately and in ways that promote understanding.
- 4 Create a sense of common purpose.
- 5 Make the best use of available resources and actively seek new sources of support when necessary.
- 6 Act within the limits of your own authority.
- 7 Promote and recognise imaginative and innovative solutions.
- 8 Take pride in delivering high quality work.
- 9 Take personal responsibility for making things happen.

DR5J 04 (HF1) Manage a Project

To be completed by the candidate

I submit this as a complete Unit

Candidate's name:

Candidate's signature:

Date:

To be completed by the assessor

It is a shared responsibility of both the candidate and assessor to claim evidence, however, it is the responsibility of the assessor to ensure the accuracy/validity of each evidence claim and make the final decision.

I certify that sufficient evidence has been produced to meet all the Elements, PCs and Knowledge of this Unit.

Assessor's name:

Assessor's signature:

Date:

Assessor/internal verifier feedback

To be completed by the internal verifier if applicable.

This section only needs to be completed if the Unit is sampled by the internal verifier.

Internal verifier's name:

Internal verifier's signature:

Date: