

Unit FM312 Manage Facilities Management Projects (SQA Unit Code FG7A 04)

This unit is for first-line managers at work in the FM environment who assist in the planning of projects but do not have overall responsibility for them. This unit is about helping to plan and prepare projects such as the introduction of new facilities and programmes or bringing in new operating systems.

The unit involves clarifying the project's scope and definition and providing plans to achieve the project's goals as well as contributing to project preparation. It is about working with others to identify the key features of the project and establishing the link between the project's goals and wider organisational objectives. The unit also involves identifying key stakeholders, identifying risks and planning for contingencies as well as developing realistic detailed delivery plans and resource allocation. The unit is also about contributing to the selection, support and development of team members and establishing different roles responsibilities as well as operating effective reporting and monitoring systems. Finally the unit involves effective evaluation of the outcomes of the project against initial objectives.

Performance Criteria

1. identify with others the project's scope and definition in appropriate detail
2. identify the links between the project's scope and wider organisational objectives
3. identify key stakeholders and their interests and expectations
4. identify the risks associated in delivering the project
5. plan for contingencies throughout the life of the project
6. evaluate the feasibility of the project plan
7. establish roles and responsibilities of all those involved in the project including own responsibilities
8. develop detailed plans for delivering the project
9. ensure specific tasks within the plan are achievable and measurable
10. provide accurate estimates of the cost in human and physical resources of delivering the project
11. assist in selecting and supporting team members
12. contribute to assigning roles and responsibilities for each team member
13. establish and maintain clear lines of reporting and control
14. contribute to effective communication across team members
15. identify practical and cost effective methods of obtaining and managing physical resources
16. set up and operate effective financial control systems working with others
17. carry out evaluation of the project upon completion against plans and resource allocations

Knowledge and Understanding for this unit

You must know and understand the following:

- a) primary components of project planning
- b) different models of project planning and management
- c) methods of identifying risks
- d) how to establish and maintain effective communication
- e) how projects support the wider objectives of the organisation
- f) organisational requirements relevant to managing resources and finances
- g) levels of detail required to achieve a systematic delivery plan based on specific tasks
- h) constraints upon projects and how they can be managed
- i) ways of estimating human and physical resources
- j) how to identify and allocate roles and responsibilities within the project team
- k) alternative forms of controlling projects
- l) how to identify the skills required to achieve the project's goals and where to obtain such skills

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- m) how to develop members of the team to develop the necessary skills
- n) methods of maintaining effective financial control of the project
- o) how to evaluate projects objectively against defined goals and objectives