

COSBEDMC01 - SQA Unit Code FM6R 04

Prepare development team programmes and working methods in built environment design management



Overview

This unit is concerned with preparing to undertake a design for a project. Candidates must know about relevant current legislation e.g. building regulations and DDA. It is about analysing the project brief and agreeing a design programme.

You must be able to demonstrate knowledge of the design brief; you must have knowledge and skills in project programming, and be able to produce a design programme that meets the needs of the stakeholders.

You must have the personal competence to present this programme to the stakeholders, and agree it with them. It is about your personal skills in engaging the project team in the work to be done, and in managing their performance to best effect.

You must be able to demonstrate your communication skills; how you allocate work, and agree design methods and techniques with your team. You must be able to motivate and coach your team members; and how to give them feedback on their performance.

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Performance criteria

Prepare a development programme which meets the requirements of the project brief

You must be able to:

- P1 check and confirm with stakeholders that the information in the brief is adequate, accurate and clearly states the project development requirements
- P2 analyse the requirements of the brief and check and clarify initial assumptions about the project development programme with stakeholders
- P3 develop a realistic outline development programme for the project stages which takes account of identified constraints
- P4 discuss the outline development programme with stakeholders and agree any necessary modifications to the brief, outline development programme, or constraints
- P5 prepare, present and agree a development programme which meets the requirements of the brief and the expectations of stakeholders

Establish and monitor project team working methods

You must be able to:

- P6 prepare a strategy for the project which makes the best use of the capabilities of all project team members
- P7 develop clear arrangements which will enable the project team to meet the requirements of the development brief and schedules throughout the project stages
- P8 set up arrangements to achieve effective communication within the team
- P9 set up and agree with the project team members appropriate and realistic methods for project implementation, evaluation, modification and updating
- P10 identify areas needing investigation and agreeing a realistic timescale and costs with the project team
- P11 motivate, coach and involve project team members to maximise and integrate their contributions to the project
- P12 monitor the progress of the project team and provide project team members with feedback on progress and agreeing necessary actions

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Knowledge and understanding

You need to know and understand:

Prepare a development programme which meets the requirements of the project brief

- K1 how to check and confirm with stakeholders that the information in the brief is adequate and accurate and that the requirements are clearly stated (application)
- K2 how and why to analyse the requirements of the brief (analysis)
- K3 how to check and clarify the initial assumptions about the project design programme in the brief (application)
- K4 how and why to develop a realistic outline design programme (synthesis)
- K5 how and why to discuss the design programme with stakeholders (synthesis)
- K6 how and why to agree any necessary modifications to the brief, outline design programme, or constraints (evaluation)
- K7 how and why to prepare and present a design programme which meets the requirements of the brief and the expectations of stakeholders (synthesis)
- K8 how and why to agree a design programme which meets the requirements of the brief and the expectations of stakeholders (evaluation)

Establish and monitor project team working methods

You need to know and understand:

- K9 how and why to prepare a strategy for the project (synthesis)
- K10 how and why to develop arrangements which will enable the project team to meet the requirements of the development brief and schedules (synthesis)
- K11 how and why to set up arrangements to achieve effective communication between stakeholders (synthesis)
- K12 how and why to set up methods for project implementation, evaluation, modification and updating (synthesis)
- K13 how and why to agree with the team members methods for project implementation, evaluation, modification and updating (evaluation)
- K14 what to identify as the areas needing investigation (understanding)

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- K15 how and why to agree a realistic timescale and costs with the project team (evaluation)
- K16 how to motivate project team members (application)
- K17 how and why to coach, and involve project team members (synthesis)
- K18 how and why to monitor the progress of the project team (analysis)
- K19 how to provide project team members with feedback progress (application)

Additional Information

Scope/range

Prepare a development programme which meets the requirements of the project brief

1. Stakeholders

- 1.1. the client
- 1.2. design consultants
- 1.3. potential contractors
- 1.4. potential subcontractors and suppliers
- 1.5. facilities/asset managers
- 1.6. user groups
- 1.7. partners in the development programme

2. Development programme:

- 2.1. timetable
- 2.2. phasing
- 2.3. interaction between design consultants
- 2.4. critical path
- 2.5. key project stages/gate management plan
- 2.6. interface between design, procurement, construction, operation and end use
- 2.7. deliverables

3. Project stages:

- 3.1. Stage 0 (Strategy)
- 3.2. Stage 1 (Brief)
- 3.3. Stage 2 (Concept)
- 3.4. Stage 3 (Definition)
- 3.5. Stage 4 (Design)
- 3.6. Stage 5 (Build and Commission)
- 3.7. Stage 6 (Handover and Closeout)
- 3.8. Stage 7 (Operations and End of Life)

4. Constraints:

- 4.1. work content
- 4.2. time duration/sequencing
- 4.3. resources available

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5. Present:

- 5.1. orally
- 5.2. in writing
- 5.3. graphically
- 5.4. electronically

6. Expectations:

- 6.1. specification
- 6.2. design quality
- 6.3. timetable

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7. Project team:

- 7.1. value for money
- 7.2. design and development consultants
- 7.3. potential contractors
- 7.4. potential subcontractors and suppliers
- 7.5. facilities/asset managers
- 7.6. client
- 7.7. partners in the development programme

8. Requirements of the development brief and schedule:

- 8.1. objectives and targets
- 8.2. key decision stages
- 8.3. scheduling and timetabling
- 8.4. delivery of documentation
- 8.5. statutory approvals
- 8.6. team meetings
- 8.7. procurement
- 8.8. level of design refinement at different stages
- 8.9. concurrent design and construction
- 8.10. level of risk/confidence

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9. Project stages:

- 9.1. Stage 0 (Strategy)
- 9.2. Stage 1 (Brief)
- 9.3. Stage 2 (Concept)
- 9.4. Stage 3 (Definition)
- 9.5. Stage 4 (Design)
- 9.6. Stage 5 (Build and Commission)
- 9.7. Stage 6 (Handover and Closeout)
- 9.8. Stage 7 (Operations and End of Life)

10. Arrangements to achieve effective communication:

- 10.1. oral
- 10.2. written
- 10.3. reports
- 10.4. organisation and minuting of team meetings and actioning outcomes
- 10.5. key liaison personnel
- 10.6. electronic data transfer/information management
- 10.7. working across discipline boundaries
- 10.8. project execution plan
- 10.9. contingency arrangements

11. Methods for project implementation, evaluation, modification and updating:

- 11.1. responsibilities
- 11.2. format
- 11.3. content
- 11.4. indexing
- 11.5. distribution
- 11.6. reviewing
- 11.7. resolving conflicts
- 11.8. revising
- 11.9. quality control
- 11.10. storage
- 11.11. security
- 11.12. retrieval

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11.13. statutory approvals

11.14. integration of data

12. Monitor:

12.1. exchanging and coordinating information

12.2. record management

12.3. time

12.4. cost control

12.5. earn value analysis

12.6. checks and approvals

12.7. gate management plan

12.8. meetings

12.9. reporting

12.10. risk management

12.11. value engineering

12.12. whole life principles

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