

# COSVR737 - SQA Unit Code H6AX 04

## Control project progress against agreed programmes



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### Overview

This standard is about

- 1 controlling progress processes and procedures
- 2 making improvements as a result of monitoring
- 3 making improvements as a result of feedback from others

# COSVR737 SQA Unit Code H6AX 04

## Control project progress against agreed programmes

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### Performance criteria

- You must be able to:*
- P1 develop and implement systems to monitor and record the progress of the project against the agreed programme(s)
  - P2 collect progress information regularly and summarise it for relevant people
  - P3 identify inadequate or inappropriate resources, inform relevant people, and specify and obtain alternative resources
  - P4 identify and quantify any deviations from planned progress which have occurred, or which may occur, that could disrupt the programme
  - P5 investigate the circumstances of any deviations thoroughly and agree and implement appropriate corrective action
  - P6 recommend options to relevant people that aim to maintain or improve cost and progress
  - P7 inform relevant people about changes to the operational programme, resource needs and suggest the decisions and actions that need to be taken to maintain progress
  - P8 identify improvements to progress from feedback received and recommend them to relevant people

# COSVR737 SQA Unit Code H6AX 04

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### Knowledge and understanding

*You need to know and understand:*

#### Performance Criteria 1

##### Develop and implement systems

- K1 how to develop **systems to monitor and record** the progress of the project against agreed **programme(s)**
- K2 why you need to develop **systems to monitor and record** the progress of the project against the agreed **programme(s)**

#### Performance Criteria 2

##### Collect information

*You need to know and understand:*

- K3 how to collect progress information regularly
- K4 how to accurately summarise progress information for **relevant people**

#### Performance Criteria 3

##### Identify inadequate or inappropriate resources

*You need to know and understand:*

- K5 how to identify inadequate and inappropriate resources
- K6 how to inform **relevant people** about inadequate and inappropriate resources
- K7 how to inform **relevant people**, and specify, and obtain alternative **resources**

#### Performance Criteria 4

##### Identify and quantify deviations

*You need to know and understand:*

- K8 how to identify **deviations** from planned progress which has occurred and which may occur
- K9 how to identify **deviations** from the planned progress which may disrupt the **programme**
- K10 how to **quantify deviations** from planned progress
- K11 why you need to identify and **quantify deviations** from planned progress

# COSVR737 SQA Unit Code H6AX 04

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*You need to know and understand:*

### Performance Criteria 5

#### Investigate deviations

- K12 how to investigate the circumstances of **deviations** from planned progress
- K13 how to agree **corrective action** for **deviations** from planned progress with **relevant people**
- K14 how to implement agreed **corrective action** for **deviations** from planned progress
- K15 why you need to agree **corrective action(s)**

*You need to know and understand:*

### Performance Criteria 6

#### Recommend options

- K16 how to recommend options to **relevant people** that will minimise increases in cost and time
- K17 how to recommend options that will help the project progress
- K18 why you need to make recommendations that will minimise increases in cost and time and help the project progress

*You need to know and understand:*

### Performance Criteria 7

#### Inform relevant people

- K19 how to regularly inform **relevant people** about changes to operational **programme(s)** and demands on **resources**
- K20 how to suggest the decisions and actions that need to be taken to maintain progress

*You need to know and understand:*

### Performance Criteria 8

#### Identify improvements from feedback

- K21 how to identify improvements to progress from feedback received
- K22 how to recommend improvements in progress to **relevant people**
- K23 why you need to recommend improvements in progress to **relevant people**

# COSVR737 SQA Unit Code H6AX 04

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### Additional Information

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#### Scope/range related to performance criteria

#### Performance Criteria 1

- 1 written, graphical and electronic records of actual work against programmed work
- 2 records showing the use of at least four of the following systems to monitor and record the progress of the project against the agreed programme(s)
  - 2.1 visual inspection(s)
  - 2.2 resource records
  - 2.3 site inspection reports
  - 2.4 contractor's report
  - 2.5 certified payments
  - 2.6 site meetings
  - 2.7 organisational procedures
  - 2.8 management reports
  - 2.9 benchmarks
  - 2.10 comparison with project requirements

#### Performance Criteria 2

- 3 records of progress information collected and summarised for relevant people

#### Performance Criteria 3

- 4 records showing the identification of inadequate or inappropriate resources
- 5 details of information regarding inadequate and inappropriate resources passed to relevant people
- 6 records of alternative resources obtained

#### Performance Criteria 4

- 7 records showing identified deviations from planned progress that have occurred or which may occur
- 8 details that quantify current, or predicted, deviations from planned progress that could disrupt the agreed programme

#### Performance Criteria 5

- 9 records of investigations completed to identify the circumstances of any deviations
- 10 details of the agreed and implemented corrective action

#### Performance Criteria 6

- 11 details of the recommended options passed to relevant people

#### Performance Criteria 7

- 12 records of progress and change information provided to relevant people
- 13 details of suggested decisions and actions that need to be taken to maintain progress

#### Performance Criteria 8

- 14 records of improvements identified from feedback
- 15 a record of recommendations made to relevant people

# COSVR737 SQA Unit Code H6AX 04

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### Scope/range related to knowledge and understanding

#### Corrective action

- 1 restore progress in accordance with agreed programme
- 2 agree new completion dates
- 3 initiate contract claim
- 4 secure additional resources
- 5 altering planned work

#### Deviations

- 6 resources shortages
- 7 design problems
- 8 design constraints
- 9 industrial disputes
- 10 lack of essential construction information
- 11 construction errors
- 12 inclement weather
- 13 physical site constraints
- 14 legal

#### Programme(s)

- 15 bar charts
- 16 network analysis
- 17 critical path
- 18 line balance
- 19 action lists
- 20 method statements
- 21 project expenditure forecasts

#### Quantify

- 22 method study
- 23 work study
- 24 production analysis

#### Relevant people

- 25 the client, customer or their representative
- 26 contractors
- 27 consultants
- 28 suppliers

#### Resources

- 29 people
- 30 plant equipment or machinery
- 31 materials and components
- 32 finance
- 33 time
- 34 specialist services
- 35 public utility services
- 36 information

## **COSVR737 SQA Unit Code H6AX 04**

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#### **Systems to monitor and record**

- 37 visual inspection
- 38 resources records
- 39 site inspection reports
- 40 contractor's reports
- 41 certified payments
- 42 written, graphical and electronic records of actual work against programmed work
- 43 site meetings
- 44 organisational procedures
- 45 management reports
- 46 benchmarks
- 47 comparison with project requirements

# COSVR737 SQA Unit Code H6AX 04

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**Relevant occupations** Production Managers and Directors in Construction

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**Suite** Construction Site Management

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