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## Overview

This unit is about preparing a strategy for the project using the most appropriate team. The needs of the stakeholders will need to be identified along with the requirements of the brief and schedule.

You will need to review the project risks and opportunities and their effects upon the available resources. You will need to demonstrate project development, evaluation and monitoring skills.

You will need to encourage a culture of health, safety and welfare on the project. You will also need to develop, implement and maintain systems for health, safety and welfare which meet statutory requirements.

**Performance  
criteria**

You must be able to:

Assess and manage project risks and opportunities

- P1 identify and review project information and processes relating to risks and opportunities
- P2 identify and assess the significance and ownership of the risks and opportunities
- P3 select the most effective risk management methods and procedures to manage residual risks that comply with all relevant regulations and guidelines
- P4 identify the activities and resources required to implement the risk management methods
- P5 specify clearly the procedures for implementing the risk management methods and procedures
- P6 implement and maintain the risk management methods and procedures and modify them to meet changed circumstances

Develop and maintain systems for managing health, safety and welfare

You must be able to:

- P7 encourage a culture of health, safety and welfare on the project and identify and recommend opportunities for improving the work environment
- P8 develop and maintain adequate health, safety and welfare policies and systems which meet organisational and statutory requirements
- P9 allocate health, safety and welfare responsibilities, equipment and resources to people which are consistent with organisational and statutory requirements, and the specific project requirements
- P10 develop and implement systems which meet statutory requirements for identifying and reducing hazards and reporting accidents and emergencies and preventing recurrence
- P11 ensure that health, safety and welfare systems are checked regularly, in accordance with organisational and statutory requirements, and identify and record any special site conditions and situations which do not comply with regulations

Establish and manage project team activities

You must be able to:

- P12 prepare a strategy for the project which makes the best use of the capabilities of all project team members
- P13 examine stakeholder needs and intentions from the brief, discuss and clarify them with stakeholders and resolve any issues
- P14 develop clear parameters which will enable the project to meet the requirements of the brief and schedules
- P15 set up arrangements to achieve communication and trust between stakeholders

**Performance  
criteria**

- P16 set up and agree, with the project team members, appropriate and realistic methods for project development, evaluation, modification, monitoring and updating
- P17 identify potential areas needing investigation and agree a realistic timescale and costs with the project team
- P18 motivate, coach and involve project team members to maximise and integrate their contributions to the project development
- P19 monitor the progress of the project team and provide members with feedback on timing, task completion and team processes
- P20 coordinate feedback sessions in a manner which is suitable for the needs and capabilities of the project team and which allows each team member enough time to express their views

Implement project organisation and communication systems

**You must be able to:**

- P21 identify the organisational and communication needs for the project
- P22 implement systems which are compatible with those used by the client and supply chain and which enable clear and effective management, and administrative and operational controls
- P23 produce information about people's roles and responsibilities, the project, and the organisational structure, and circulate the information to stakeholders
- P24 introduce methods of communicating, reporting, recording and retrieving information between stakeholders which are appropriate to the needs of the project and monitor the methods regularly for effectiveness
- P25 set up systems for recording and providing feedback on the ways in which resources are allocated and used
- P26 audit health, safety and welfare systems regularly, in accordance with organisational and statutory requirements, and identify and record any special site conditions and situations which do not comply with regulations and if necessary take responsibility for restoring compliance

Obtain and evaluate project feedback information and make improvements

**You must be able to:**

- P27 promote the value of making improvements from feedback throughout the project and encourage stakeholders to collaborate and deliver feedback information
- P28 identify and agree the areas to focus on for making improvements from feedback
- P29 identify and agree valid and reliable methods and sources for obtaining feedback information on projects and for assessing and recommending improvements from feedback
- P30 obtain, investigate and review the feedback information, match it against the original requirements and objectives and summarise both positive and negative factors

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**Performance  
criteria**

- P31 recommend improvements from feedback received and justify the recommendations to decision makers
- P32 classify improvements from feedback which have been agreed and incorporate them accurately into updated procedures and databases

**Knowledge and understanding**

You need to know and understand:

Assess and manage project risks and opportunities

- K1 what to identify as the project information and processes relating to risks and opportunities (understanding)
- K2 how and why to review project information and processes relating to risks and opportunities (analysis)
- K3 what to identify as the significance and ownership of the risks and opportunities (understanding)
- K4 how and why to assess the significance and ownership of the risks and opportunities (analysis)
- K5 how and why to select the most effective risk management methods and procedures to manage residual risks that comply with all relevant regulations and guidelines (evaluation)
- K6 what to identify as the activities and resources required to implement the risk management methods (understanding)
- K7 how and why to specify clearly the procedures for implementing the risk management methods and procedures (evaluation)
- K8 how to implement the risk management methods and procedures (application)
- K9 how to maintain the risk management methods and procedures (application)
- K10 how to modify the risk management methods and procedures to meet changed circumstances (application)

Develop and maintain systems for managing health, safety and welfare

You need to know and understand:

- K11 how and why to encourage a culture of health, safety and welfare on the project (application)
- K12 what to identify as opportunities for improving the work environment (understanding)
- K13 how and why to recommend opportunities for improving the work environment (synthesis)
- K14 how and why to develop adequate health, safety and welfare policies and systems which meet organisational and statutory requirements (synthesis)
- K15 how to maintain adequate health, safety and welfare policies and systems which meet organisational and statutory requirements (application)
- K16 how to allocate health, safety and welfare responsibilities, equipment and resources to people which are consistent with organisational and statutory requirements, and the specific project requirements (application)
- K17 how and why to develop systems which meet statutory requirements for identifying and reducing hazards and reporting accidents and emergencies and preventing recurrence (synthesis)

**Knowledge and understanding**

- K18 how to implement systems which meet statutory requirements for identifying and reducing hazards and reporting accidents and emergencies and preventing recurrence (application)
- K19 how to ensure that health, safety and welfare systems are checked regularly, in accordance with organisational and statutory requirements, (application)
- K20 what to identify as any special site conditions and situations which do not comply with regulations (understanding)
- K21 how to record any special site conditions and situations which do not comply with regulations (application)

**Establish and manage project team activities**

**You need to know and understand:**

- K22 how and why to prepare a strategy for the project which makes the best use of the capabilities of all project team members (evaluation)
- K23 how and why to examine stakeholder needs and intentions from the brief (analysis)
- K24 how to discuss stakeholder needs and intentions from the brief (synthesis)
- K25 how to clarify stakeholder needs and intentions and resolve any issues (application)
- K26 how and why to develop clear parameters which will enable the project to meet the requirements of the brief and schedules (synthesis)
- K27 how and why to set up arrangements to achieve communication and trust between stakeholders (synthesis)
- K28 how and why to set up with the project team members, appropriate and realistic methods for project development, evaluation, modification, monitoring and updating (synthesis)
- K29 how and why to agree with the project team members, appropriate and realistic methods for project development, evaluation, modification, monitoring and updating (evaluation)
- K30 what to identify as potential areas needing investigation (understanding)
- K31 how and why to agree a realistic timescale and costs with the project team (evaluation)
- K32 how and why to motivate project team members to maximise and integrate their contributions to the project development (synthesis)
- K33 how and why to coach project team members to maximise and integrate their contributions to the project development (synthesis)
- K34 how to involve project team members to maximise and integrate their contributions to the project development (application)
- K35 how and why to monitor the progress of the project team (analysis)

Knowledge and understanding

- K36 how to provide members with feedback on timing, task completion and team processes (application)
- K37 how and why to coordinate feedback sessions in a manner which is suitable for the needs and capabilities of the project team and which allows each team member enough time to express their views (synthesis)

Implement project organisation and communication systems

You need to know and understand:

- K38 what to identify as the organisational and communication needs for the project (understanding)
- K39 how to implement systems which are compatible with those used by the client and supply chain and which enable clear and effective management, and administrative and operational controls (application)
- K40 how to produce information about people's roles and responsibilities, the project, and the organisational structure (application)
- K41 how to circulate the information about people's roles and responsibilities, the project, and the organisational structure to stakeholders (application)
- K42 how to introduce methods of communicating, reporting, recording and retrieving information between stakeholders which are appropriate to the needs of the project (synthesis)
- K43 how and why to monitor the methods of communicating, reporting, recording and retrieving information between stakeholders regularly for effectiveness (analysis)
- K44 how and why to set up systems for recording and providing feedback on the ways in which resources are allocated and used (synthesis)
- K45 how and why to audit health, safety and welfare systems regularly, in accordance with organisational and statutory requirements (analysis)
- K46 what to identify as any special site conditions and situations which do not comply with regulations (understanding)
- K47 how to record any special site conditions and situations (application)
- K48 how and why to take responsibility for restoring compliance with regulations where necessary (evaluation)

Obtain and evaluate project feedback information and make improvements

You need to know and understand:

- K49 how to promote the value of making improvements from feedback throughout the project (synthesis)
- K50 how to encourage stakeholders to collaborate and deliver feedback information (application)
- K51 what to identify as the areas to focus on for making improvements from feedback (understanding)

Knowledge and  
understanding

- K52 how and why to agree the areas to focus on for making improvements from feedback (evaluation)
- K53 what to identify as valid and reliable methods and sources for obtaining feedback information on projects and for assessing and recommending improvements from feedback (understanding)
- K54 how and why to agree valid and reliable methods and sources for obtaining feedback information on projects and for assessing and recommending improvements from feedback (evaluation)
- K55 how to obtain the feedback information (application)
- K56 how and why to investigate the feedback information (analysis)
- K57 how and why to review the feedback information (analysis)
- K58 how and why to match feedback information against the original requirements and objectives (synthesis)
- K59 how to summarise both positive and negative factors from feedback information (application)
- K60 how and why to recommend improvements from feedback received (synthesis)
- K61 how and why to justify the recommended improvements from feedback to decision makers (evaluation)
- K62 how to classify improvements from feedback which have been agreed (application)
- K63 how to incorporate improvements from feedback accurately into updated procedures and databases (application)



Scope/range

Assess and manage project risks and opportunities

- 1 Project information:
  - 1.1 environmental
  - 1.2 statutory and legal requirements
  - 1.3 client, user and community requirements
  - 1.4 construction and technical requirements
  - 1.5 site constraints
  - 1.6 finance, procurement and contract
  - 1.7 quality
  - 1.8 cost
  - 1.9 programme
- 2 Risks:
  - 2.1 health, safety and welfare
  - 2.2 site environment
  - 2.3 management and workforce experience
  - 2.4 information management and project stage decision making
  - 2.5 complexity and scope
  - 2.6 consents
  - 2.7 team composition
  - 2.8 project costs
  - 2.9 impact on business
  - 2.10 technical considerations
  - 2.11 programme
  - 2.12 contract form
  - 2.13 availability of resources
  - 2.14 maintenance and communication of information
  - 2.15 innovation
  - 2.16 poor quality
  - 2.17 impact on natural and built environment
  - 2.18 impact of users; public and third parties
  - 2.19 impact on community
  - 2.20 impact of political risk
  - 2.21 resource scarcity

Scope/range

- 3 Opportunities:
    - 3.1 impact on the natural and built environment
    - 3.2 impact on users, public and third parties
    - 3.3 improved quality
    - 3.4 improved procurement
    - 3.5 programme reduction
    - 3.6 specification change
    - 3.7 business benefit
    - 3.8 profitability
    - 3.9 scope reduction
    - 3.10 sustainable development
  - 4 Risk management methods and procedures:
    - 4.1 risk identification
    - 4.2 risk assessment
    - 4.3 prevention, reduction and protection
    - 4.4 risk register
  - 5 Resources:
    - 5.1 people
    - 5.2 materials, plant and equipment
    - 5.3 finance
    - 5.4 time
    - 5.5 specialist services
    - 5.6 utility services
    - 5.7 information
- Develop and maintain systems for managing health, safety and welfare
- 6 Culture of health, safety & welfare:
    - 6.1 personal values, attitudes and behaviours
    - 6.2 communicating and passing on information
    - 6.3 accident and incident reporting
    - 6.4 giving and receiving feedback
    - 6.5 situational awareness
    - 6.6 recognising and responding to potential changes

Scope/range

- 6.7 materials, plant and equipment and their constraints and failure points
  - 7 Organisation and statutory requirements:
    - 7.1 construction specific health, safety and welfare regulations
    - 7.2 general health, safety and welfare legislation
    - 7.3 recognised industry codes of practice
    - 7.4 organisational procedures
    - 7.5 safety audit
    - 7.6 health and safety plans
  - 8 Equipment and resources:
    - 8.1 protective clothing
    - 8.2 protective equipment
    - 8.3 first aid facilities
    - 8.4 welfare facilities
    - 8.5 storage and security of materials and equipment
    - 8.6 waste management
    - 8.7 fire fighting equipment
    - 8.8 provision of health, safety and welfare training
    - 8.9 hazard warnings
  - 9 Specific project requirements:
    - 9.1 contract
    - 9.2 organisational policy
    - 9.3 site, construction, induction and installation operations
    - 9.4 risk assessments
    - 9.5 demolition
    - 9.6 control of nuisance (e.g. noise, dust, transport and waste management)
    - 9.7 language
    - 9.8 first-aid arrangements
    - 9.9 statutory notices
    - 9.10 accident and incident reporting
- Establish and manage project team activities
- 10 Project team:
    - 10.1 client

Scope/range

- 10.2 design and development consultants
- 10.3 potential contractors
- 10.4 potential subcontractors and suppliers
- 10.5 partners in the development programme
- 10.6 facilities/asset managers
- 11 Stakeholders:
  - 11.1 the client
  - 11.2 prospective occupiers/owners
  - 11.3 local community
  - 11.4 regulatory authorities
  - 11.5 government agencies
  - 11.6 facilities/asset managers
- 12 Requirements of the development brief and schedule:
  - 12.1 key decision stages
  - 12.2 objectives and targets
  - 12.3 scheduling and timetabling
  - 12.4 statutory deadlines
  - 12.5 team meetings
  - 12.6 procurement
  - 12.7 concurrent design and construction
  - 12.8 levels of design refinement at key decision stages
  - 12.9 level of risk/confidence
- 13 Communication:
  - 13.1 orally written
  - 13.2 electronically
  - 13.3
- 14 Methods for project development, evaluation, modification, monitoring and updating:
  - 14.1 responsibilities
  - 14.2 format
  - 14.3 content
  - 14.4 indexing
  - 14.5 distribution

Scope/range

- 14.6 reviewing
- 14.7 resolving conflicts
- 14.8 revising
- 14.9 quality control/assurance
- 14.10 storage
- 14.11 security
- 14.12 retrieval
- 14.13 statutory approval
- 14.14 integration of data
- 14.15 Building Information Modelling
- 15 Investigation:
  - 15.1 documentary search
  - 15.2 investigative research
  - 15.3 site investigation
  - 15.4 consultation with stakeholders
  - 15.5 physical/virtual models
  - 15.6 insurance risk/opportunities associated with new technology
  - 15.7 adaptation and mitigation

Implement project organisation and communication systems

- 16 Organisational and communication needs:
  - 16.1 site management
  - 16.2 site/head office interface
  - 16.3 contract administration
  - 16.4 health, safety, and welfare
  - 16.5 environmental strategy
  - 16.6 Common Data Environment (CDE)
  - 16.7 team working
  - 16.8 design information management
  - 16.9 Building Information Modelling
- 17 Information about people's roles and responsibilities:
  - 17.1 individual job descriptions, responsibilities and competence
  - 17.2 organisation charts

Scope/range

- 17.3 contractual arrangements
  - 17.4 team
  - 17.5 skills, training and development
  - 18 Stakeholders:
    - 18.1 clients
    - 18.2 consultants
    - 18.3 contractors
    - 18.4 sub-contractors
    - 18.5 third parties including public
    - 18.6 utility providers
    - 18.7 emergency services
    - 18.8 people working on site
    - 18.9 site visitors
    - 18.10 statutory authorities
    - 18.11 off-site manufacturing/suppliers
    - 18.12 facility/asset managers
  - 19 Methods of communicating, reporting, recording and retrieving:
    - 19.1 oral
    - 19.2 written
    - 19.3 graphic
    - 19.4 electronic
  - 20 Resources:
    - 20.1 people
    - 20.2 plant and equipment
    - 20.3 materials and components
    - 20.4 sub-contractors
    - 20.5 information (digital models, drawings, graphical & non-graphical electronic data files)
    - 20.6 work area and facilities
- Obtain and evaluate project feedback information and make improvements
- 21 Improvements from feedback:
    - 21.1 management procedures
    - 21.2 client, design and construction team performance

Scope/range

- 21.3 working arrangements
- 21.4 formal and informal communications
- 21.5 quality assurance and control
- 21.6 design and technical appraisal
- 21.7 operational appraisal
- 21.8 performance in use
- 21.9 energy use
- 21.10 benchmarking
- 21.11 sustainability
- 21.12 post project review
- 22 Stakeholders:
  - 22.1 the design team
  - 22.2 CDM co-ordinator (or recognised body under the CDM code of practice)
  - 22.3 specialist consultants
  - 22.4 the client
  - 22.5 contractors
  - 22.6 site inspectorate
  - 22.7 users
  - 22.8 managing agents
  - 22.9 stakeholders
  - 22.10 facility/asset managers
- 23 Feedback information:
  - 23.1 contract documentation project
  - 23.2 documentation organisational
  - 23.3 documentation standard
  - 23.4 communication details user
  - 23.5 feedback
  - 23.6 specification amendments
  - 23.7 product information
  - 23.8 government and statutory publications
  - 23.9 research and advisory data
  - 23.10 periodicals and abstracts
- 24 Methods and sources:

Scope/range

- 24.1 project records and documentation
- 24.2 Building Information Modelling
- 24.3 application and methodology
- 24.4 open book accounting
- 24.5 site inspections
- 24.6 scientific research and data
- 24.7 studies of performance in use
- 24.8 meetings
- 24.9 questionnaires
- 24.10 reports
- 24.11 warranty claims
- 24.12 Post Construction Evaluation (PCE)
- 24.13 Post Occupancy Evaluation (POE)
- 25 Databases:
  - 25.1 manual files
  - 25.2 Building Information Model Object library
  - 25.3 model templates
  - 25.4 standard drawings
  - 25.5 specifications
  - 25.6 pro-forma
  - 25.7 on-line
  - 25.8 quality management system



COSCSMO14 SQA Unit Code H99C 04  
Manage project processes in construction  
management

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