

---

## Overview

This unit is about identifying the team resources that are needed to deliver a particular project, and how the significant factors will impact on your team selection. You will select the project team following contractual and statutory rules and recognised industry processes.

You will identify stakeholders and establish working relationships with them and your colleagues. You will consult with them in relation to key decisions, fulfil agreements made with them, promptly advise them of any difficulties encountered and resolve any conflicts with them. You will produce evidence to show that you have monitored and reviewed the effectiveness of working relationships.

**Performance  
criteria**

**You must be able to:**

Select and form a project team

- P1 identify the team resources that are needed and where they can be obtained, and select those that meet agreed timescales and budget limits
- P2 identify any significant factors which will affect the number, type and availability of team resources
- P3 evaluate the quality and potential reliability of team resources and circulate the results to decision makers
- P4 negotiate and agree proposals of contractual arrangements for team resources which are likely to produce an effective team and follow necessary rules and formalities
- P5 follow the rules and formalities for obtaining team resources

Develop and maintain working relationships

**You must be able to:**

- P6 develop, maintain and encourage working relationships with people which promote goodwill, trust and respect
- P7 inform people about work activities in an appropriate level of detail and with an appropriate degree of urgency
- P8 offer advice and help to people about work activities with sensitivity and encourage questions, requests for clarification and comments
- P9 present proposals for action clearly to people at an appropriate time and with the right level of detail for the degree of change, expenditure and risk involved
- P10 clarify with people objections to proposals and suggest alternative proposals

**Knowledge and understanding**

You need to know and understand:

Select and form a project team

- K1 what to identify as the team resources that are needed and where they can be obtained (understanding)
- K2 how and why to select team resources that meet agreed timescales and budget limits (evaluation)
- K3 what to identify as significant factors which will affect the number, type and availability of team resources (understanding)
- K4 how and why to evaluate the quality and potential reliability of team resources (evaluation)
- K5 how to circulate to decision makers the results of the evaluations of the quality and reliability of team resources (application)
- K6 how and why to negotiate proposals of contractual arrangements for team resources (synthesis)
- K7 how and why to agree proposals of contractual arrangements for team resources (evaluation)
- K8 how to follow the rules and formalities for obtaining team resources (application)

Develop and maintain working relationships

You need to know and understand:

- K9 how and why to develop working relationships with people which promote goodwill, trust and respect (synthesis)
- K10 how to maintain working relationships with people which promote goodwill, trust and respect (application)
- K11 how to encourage working relationships with people which promote goodwill, trust and respect (application)
- K12 how to inform people about work activities in an appropriate level of detail and with an appropriate degree of urgency (application)
- K13 how and why to offer advice and help to people about work activities (synthesis)
- K14 how to encourage questions, requests for clarification and comments (application)
- K15 how to present proposals for action to people (application)
- K16 how to clarify with people objections to proposals (application)
- K17 how and why to suggest alternative proposals where objections have been raised (synthesis)

Scope/range

Select and form a project team

- 1 Team Resources:
  - 1.1 management
  - 1.2 technical staff
  - 1.3 specialist sub-contractors
  - 1.4 specialist services
  - 1.5 workforce
- 2 Significant factors:
  - 2.1 location
  - 2.2 cost
  - 2.3 time
  - 2.4 skills, experience and knowledge required and availability
  - 2.5 training and development requirements
  - 2.6 impact of new technology processes and materials on skills
  - 2.7 diversity
  - 2.8 language
  - 2.9 accreditation requirements
- 3 Rules and formalities:
  - 3.1 contractual
  - 3.2 statutory
  - 3.3 recognised industry processes
  - 3.4 organisational processes
  - 3.5 certification of competence

Develop and maintain working relationships

- 4 Working relationships:
  - 4.1 formal (contractual and statutory)
  - 4.2 informal
- 5 People:
  - 5.1 clients and customers
  - 5.2 employers
  - 5.3 employees
  - 5.4 statutory and regulatory bodies

Scope/range

- 5.5 users and community groups
- 5.6 contractors
- 5.7 consultants
- 5.8 partners
- 5.9 near neighbours
- 5.10 occupiers
- 5.11 general public
- 5.12 people with specific access and communication needs
- 5.13 suppliers of products and services
- 5.14 government agencies
- 5.15 non-English speakers
- 6 Promote goodwill, trust and respect:
  - 6.1 demonstrating a duty of care
  - 6.2 ethical relationships
  - 6.3 professional independence
  - 6.4 honouring promises and undertakings
  - 6.5 honest relationships
  - 6.6 constructive relationships
  - 6.7 equal opportunities
  - 6.8 acknowledge diversity
- 7 Inform, offer advice, present and clarify:
  - 7.1 orally
  - 7.2 in writing
  - 7.3 using graphics
  - 7.4 electronically
- 8 Work activities:
  - 8.1 proposals and their impact
  - 8.2 progress
  - 8.3 results
  - 8.4 achievements
  - 8.5 potential problems
  - 8.6 risks
  - 8.7 opportunities



COSCSMO01 SQA Unit Code H99D 04  
Manage teams in construction management



---

Developed by ConstructionSkills

---

Version number 2

---

Date Approved November 2014

---

Indicative review date November 2019

---

Validity Current

---

Status Original

---

Originating organisation ConstructionSkills

---

Original URN COSCSMO01

---

Relevant occupations Managers in construction

---

Suite Construction Senior Management

---

Keywords project team; relationships; respect

---