Candidate Guidance and Portfolio for the SVQ5 Construction Senior Management SCQF level 11

Award Code: GC4V 25

Candidate name:

Note

The National Occupational Standards which form the basis of this award were developed by ConstructionSkills. This document is for candidate use only and should not be used as a substitute for the National Occupational Standards.

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Section 1 — General information about SVQs

Introducing SVQs

The qualification you are undertaking is a Scottish Vocational Qualification (SVQ).

SVQs are work-based qualifications which assess the skills and knowledge people have and need to perform their job role effectively. The qualifications are designed using National Occupational Standards.

For each industry sector there is a Sector Skills Council (SSC which is made up of representatives from the industry or profession and it is the SSC's responsibility to develop the National Occupational Standards.

These standards define what employees, or potential employees, must be able to do, how well and in what circumstances to show they are competent in their work.

The Sector Skills Council/Standards setting body for Construction Senior Management is Construction Skills.

Access to SVQs is open to all and you can be assessed either against a particular Unit(s) or against the full SVQ. There are no entry requirements, no prescribed method of delivery, and no time constraints for completion or age limits.

SVQs are available at five levels of achievement which reflect the various technical and supervisory skills, knowledge, and experience which employees should have as they progress in their industry.

Who offers SVQs?

An organisation which offers SVQs is called a centre. This may be a school, college, university, employer, training provider or a combination of these. The centre has responsibility for the quality of the qualification and is required to work within an awarding body's policies and guidelines.

The Scottish Qualifications Authority (SQA) is your awarding body for this SVQ. This means that we are an organisation approved by government to design qualifications and awards. An awarding body endorses candidates' certificates so that an employer can be sure the qualification has gone through a rigorous and effective assessment process. SQA provides qualifications throughout the world and was formed by the merger of the Scottish Examination Board (SEB) and the Scottish Vocational Education Council (SCOTVEC).

What is the structure of an SVQ?

All SVQs have a common structure and consist of standards which can be broken down into various parts:

Units and Elements	**Units** define the broad functions carried out in your particular job and are made up of a number of **Elements**. Each **Element** describes a specific work activity which you have to perform and may relate to skills or to the demonstration of Knowledge and Understanding.
Performance Criteria	The level and quality of how you should carry out these activities is determined by a number of statements called **Performance Criteria**. **Performance Criteria** are used to judge your competence.
Range/Scope Statements	A **Range Statement** tells you in what circumstances you must be able to prove your competence and allows you to demonstrate that you can carry out tasks in different circumstances. Items included in the Range Statements must not be treated as optional. **Range Statements** are also called **Scope** in some National Occupational Standards.
Evidence Requirements	The **Evidence Requirements** specify the amount and type of evidence which you will need to provide to your assessor to show that you have met the standards specified in the Performance Criteria and in all the circumstances defined in the Range Statements.
Knowledge and Understanding	The section on **Knowledge and Understanding** states what you must know and understand and how this knowledge applies to your job.

If you are not yet clear about how we define standards — just remember that the standards have been developed by experts within your industry or profession and that all candidates aiming for this particular SVQ are being assessed against the same standards.

You will find an example of an SVQ Element overleaf.

An example of an SVQ Element

UNIT: (1)   Working safely in an engineering environment

> This is the **UNIT** title — it describes a role and task.

Element 1   Comply with statutory regulations and organisational requirements

> This is the **ELEMENT** title. It describes part of the main role and task.

Performance Criteria

> **PERFORMANCE CRITERIA** set out the standard of performance you need to demonstrate consistently to claim competence in a particular **Element**.

You must ensure that you

1   Describe your duties and obligations (as an individual) under the Health and Safety at Work Act 1974.
2   Comply with Statutory Regulations at all times.
3   Comply with organisational safety policies and procedures at all times.

Range

This means you need to cover:

1   Relevant sections of the Health and Safety at Work Act 1974 (eg with regard to your duties to work in a safe manner, not to interfere with remove or misuse equipment provided for the safety of yourself and others, not to endanger others by your acts or omissions).

> The **RANGE** defines the various circumstances in which you must be able to prove you are competent.
>
> You must cover all of the items in the **Range** Statement.

Evidence Requirements

The things you must prove that you can do:

You need to demonstrate that you understand your duties and obligations under both statutory regulations and organisational requirements and you can do this by:

1   Giving an adequate explanation of the duties and responsibilities of every individual as described in the Health and Safety at Work Act 1974.
2   Ensuring that whilst carrying out your work and/or visiting other areas of the working environment you are aware of the specific safety requirements and regulations governing your activities.

Knowledge and Understanding

You must prove that you know and understand:

1   The roles and responsibilities of yourself and others under the Health and Safety at Work Act 1974.
2   The general regulations that apply to you being at work.
3   The specific regulations which govern your work activities.

> The **KNOWLEDGE AND UNDERSTANDING** Requirements state what you must know and understand and how this knowledge applies to your job.

How are SVQs achieved?

When you consistently meet the standards described in the Elements and show that you have the required skills and knowledge across the Range, you can then claim that you are *competent* in each Unit. You can claim certification for single Units or whole awards. Your centre will register your claim to competence through the awarding body. The awarding body you are registered with for this SVQ is the Scottish Qualifications Authority (SQA).

The process of gaining an SVQ is flexible and depends on your needs. At the beginning of the process your assessor will review your existing competence in relation to the standards and identify the most suitable SVQ. The level you start at will depend on the type and breadth of your current job role together with your past experience, skills and any relevant prior learning.

To achieve an SVQ, or a Unit of an SVQ, you must:

♦ Demonstrate you meet the requirements of the Performance Criteria by collecting appropriate evidence as specified by the Evidence Requirements. This evidence is assessed against the national standards by a qualified assessor, who will be allocated to you by your centre. This will usually be someone who knows you, such as a manager or supervisor.

Evidence may come from:

♦ the **accreditation of prior learning** — where evidence relates to past experience or achievements
♦ **current practice** — where evidence is generated from a current job role
♦ a **programme of development** — where evidence comes from assessment opportunities built into a learning/training programme whether at or away from the workplace
♦ a combination of these

How are SVQs assessed?

Assessment is based on what you can do and involves you, your assessor, an internal verifier and an External Verifier — see 'Who does what in SVQs' on the following page.

You will be asked to prove you are competent by providing evidence which shows:

♦ you can perform all the specified tasks consistently to the required standard **(Performance Criteria)**
♦ you understand why you are doing things **(Knowledge and Understanding)**
♦ you can apply the required skills in different ways **(Range)**

Assessment is flexible and you can be certificated for each Unit you successfully achieve, even if you do not complete the full SVQ. There is no set period of time in which you need to complete a Unit. However, you and your assessor should still set target dates for completing each Unit; otherwise your qualification could go on forever. Be realistic though, as there are many factors such as your previous experience, demands within your workplace and an availability of resources which will affect how quickly you are able to achieve the qualification.

Who does what in SVQs?

A number of individuals and organisations have parts to play in SVQ assessment. Their roles have been designed to guarantee fair, accurate and consistent assessment.

	Who are they?	**What is their role?**
Candidates	The person who wants to achieve the SVQ — in this case, you.	Need to show they can perform to National Occupational Standards in order to be awarded an SVQ or Unit(s).
Assessors*	An experienced person in the same area of work as the candidate, eg supervisor.	Judge the evidence of a candidate's performance, knowledge and understanding against the National Occupational Standards. Decide whether the candidate has demonstrated competence. Provide guidance and support to the candidate. Assist with planning assessments, giving feedback and recording candidate progress.
Internal verifiers	Individuals appointed by an approved centre to ensure the quality of assessment within the centre.	Advise assessors and maintain the quality of assessment in a centre. Systematically sample assessments to confirm the quality and consistency of assessment decisions.
Approved centres	Organisations approved by awarding bodies to co-ordinate assessment arrangements for SVQs.	Manage assessment on a day-to-day basis. Must have effective assessment practices and internal verification procedures. Must meet criteria laid down by awarding bodies and be able to provide sufficiently competent assessors and internal verifiers.

	Who are they?	What is their role?
External Verifiers*	Individuals appointed by the awarding body to ensure that standards are being applied uniformly and consistently across all centres offering the SVQ.	Check the quality and consistency of assessments, both within and between centres, by systematic sampling. Make regular visits to centres to ensure they still meet the criteria to deliver SVQs.

* Assessors and internal and External Verifiers are required to have occupational expertise in the SVQs which they are assessing/verifying. They must also have, or be working towards, an appropriate qualification in assessment and verification.

What is evidence?

To claim competence for an SVQ Unit you need to gather evidence which shows you have met the standards. It is important that your evidence is easily understood so that it can be checked against the standards, by your assessor, your centre and the awarding body.

Evidence can take many forms including:

♦ direct observation of your performance by your assessor
♦ products of your work
♦ authenticated statement — witness testimony
♦ personal statement
♦ outcomes from questioning
♦ outcomes from simulation
♦ case studies
♦ assignments or projects
♦ Accreditation of Prior Learning (APL) — evidence from the past

It is important that your evidence is:

♦ **valid** — it relates to the SVQ standard you are trying to prove
♦ **authentic** — the evidence, or an identified part of it (eg a report) was produced by *you*
♦ **consistent** — achieved on more than one occasion
♦ **current** — usually not more than two years old
♦ **sufficient** — covers all the performance and knowledge requirements laid down in the standards

Your evidence may be collected through a range of sources, such as employment, voluntary work, training programmes and interests/activities which you perform outside your work. It can also be produced in various formats, eg your own reports; testimonies from colleagues, supervisors or members of the public; projects; models; audio tapes, photographs; videos.

When you first begin your SVQ, you and your assessor should identify all the Units and Elements where you can use **integration of assessment**. Further details about integration of assessment can be found on page 10.

Demonstrating knowledge, understanding and skills

In order to meet the standards, you may also be required to prove Knowledge and Understanding. Each Unit contains a list summarising the knowledge, understanding and skills a candidate must possess. Evidence of how these have been achieved and applied could be included in the performance evidence as one or all of the following:

♦ descriptions of why a particular approach was used
♦ personal reports about the learning process
♦ reflective reports which include how a theory or principle was applied
♦ assessment interviews
♦ assessment tests
♦ responses to questioning

These should be included in your portfolio.

How will my assessor check I have the knowledge and understanding listed in the standards?

For some Units, it will be clear to your assessor that you have the required knowledge and understanding from how you carry out your work. This is often referred to as *knowledge and understanding apparent from performance*. There will be other occasions though, when your assessor will be unsure if you know why, for example, it is important to give information to clients in certain situations. This could be because your assessor has not had the opportunity to observe all the Performance Criteria and Range during assessment. In these situations, your assessor may wish to assess your knowledge and understanding by asking you some questions. These questions can be given orally or in writing, but will be recorded in your portfolio as evidence.

Your assessor could also check you have the required level of knowledge and understanding by asking you to produce personal statements or to complete a project or assignment.

What if I have previous experience and knowledge and understanding from work and other qualifications?

If you have previous work experience, skills, and knowledge and understanding which you feel is relevant to your SVQ, you should tell your assessor about it. Your assessor may ask you for more proof in the form of letters from previous employers/training providers or details about any courses you have completed.

For example, you may have achieved an HNC in a relevant subject in which case your assessor may feel that you already have some of the knowledge and understanding required for the SVQ.

The process of matching your previous experience and learning is often referred to as the Accreditation of Prior Learning (APL). The purpose of this process is to try and give you some credit towards your SVQ for things you can already do to the national standard. Your assessor judges the evidence available and matches it against the requirements of the SVQ. This means that your assessor should not have to assess you for these things all over again.

However, the success of this process depends on *you* telling *your assessor* what previous work experience or knowledge and understanding you have and how you think it is relevant to your SVQ. The more information you can supply to support your claims, the easier it should be to convince your assessor that you are competent.

When can simulation be used?

Throughout your SVQ, the emphasis is on you being able to carry out real work activities so assessment will normally be carried out in the workplace itself. There may be times, however, when it might not be appropriate for you to be assessed while you are working. For example your SVQ might require you to carry out emergency or contingency procedures (for safety or confidentiality reasons) or your job role may not cover all aspects of the qualification. In such instances, when you have no other means of generating evidence, **simulation** might be appropriate.

Simulation is any structured exercise involving a specific task which reproduces real-life situations. Care must be taken though to ensure that the conditions in which you are assessed *exactly* mirror the work environment ie it is a **realistic working environment**.

You and your assessor should check the assessment strategy for your SVQ carefully to find out the Sector Skills Council (SSC's) view of what constitutes a realistic working environment. Some SSC's stipulate the specific elements which are suitable for this approach.

Integration of assessment

It is not necessary for you to have each Element assessed separately — doing so could result in assessment which takes too long and places too great a burden on you and your assessor.

There will be instances when you will be able to use one piece of evidence to prove your competence across different Elements or Performance Criteria. You may even find that evidence is relevant for different Units — this is called **integration of assessment**.

When you first begin your SVQ, you and your assessor will spend time looking at the standards, planning how much time you are both able to devote to the qualification and drawing up an action plan.

At this stage, you should identify any activities which relate to more than one Unit or Outcome and arrange for the best way to collect a single piece of evidence which satisfactorily covers all the Performance Criteria.

If you are going to integrate assessments, make sure that the evidence is cross-referenced to the relevant Units. Details of how to cross reference your evidence can be found in Section 2 'How to compile your portfolio'.

Section 2 — How to compile your portfolio (with worked examples)

General information

A portfolio, like a log book, is a way of recording evidence of your achievements. It is a collection of different items of evidence which indicates that you have the required skills, knowledge and understanding to support your claim to a qualification.

The production of a well organised, clearly labelled portfolio which relates each piece of evidence to the relevant Outcomes and Performance Criteria requires a careful methodical approach. When your assessor looks through your portfolio, they will find the task of making judgements about your competence much easier if the information in it is presented in a logical sequence.

You will need to present your evidence in a format that is easy to read and in which materials can be added or taken away. This section gives suggestions on how to lay out and present your evidence and includes worked examples. There are also forms and matrices which will assist you to chart your progress through the award.

You do not have to lay out your evidence in the way suggested but you may find it helpful to do so. Each portfolio will be different in content but all should include information about you (the candidate), the organisation where you are undertaking your qualification, the assessor and so on.

Evidence collection process

Assessment plan	You and your assessor
Collect evidence	You and your assessor if observation/questioning is required
Present evidence	You and your assessor
Reference acceptable evidence	Assessor will judge evidence and give you feedback on which evidence meets the standards
Record evidence in Element achievement record	You
Store evidence in portfolio	You

Planning your portfolio

Start by carefully reading through the standards and, together with your assessor, decide which Units you might like to work on first. You do not have to do the Units in order. There may be some Units that relate to tasks which you carry out on a regular basis, therefore making it easier to collect evidence right away. Alternatively, there may be activities in other Units which you only undertake now and again, these can be left until the opportunity arises for you to collect evidence.

Before you start looking for different kinds of evidence and deciding if they should be included in your portfolio, you will find it helpful to plan how you will carry out the tasks and how long they are going to take.

The plan is usually referred to as an '**assessment plan'**. It should be produced in discussion with your assessor and will set out the different stages in developing your portfolio. You will probably want to produce a plan for each Unit.

It is unlikely that you will be able to complete all of the Units straightaway and you should therefore think about starting with those Units where you have a lot of experience and in which you work well. You should also remember to identify any opportunities for **integration of assessment**.

We have provided you with a '**Unit progress record'** — see Example 2. Each time you complete a Unit; your assessor should sign and date the relevant section on the form. At this stage, it might be a good idea to check that all your evidence and recording documents have been completed correctly and can easily be located. You can then circle the reference number of that Unit in the checkboxes at the top of the form so that you can see at a glance what stage you are at in your SVQ.

Starting your portfolio

Make sure that you clearly label your portfolio (or disk if you are recording your evidence electronically) with your name together with the title and level of the award.

Your portfolio will need a *title page* and a *contents page.* You should also complete a *Personal Profile* which records details about yourself and your job as well as providing information about your employer, training provider or college. Blank samples of these forms are provided in Section 4.

We recommend that you compile your portfolio in the following order:

Title page
Contents checklist
Personal profile
Unit progress record
Completed Element achievement records
Index of evidence
Pieces of evidence
Glossary of terms
Standards

Contents checklist

You might also find it useful to complete the following checklist as you work your way through your portfolio. This will help you to see if you have included all the relevant items. Once you have completed your portfolio, you will be able to use this checklist again as a contents page, by inserting the relevant page or section numbers in the right hand column.

Section	Completed	Page/Section number
Title page for the portfolio		
Personal profile		
Your own personal details		
A brief CV or career profile		
A description of your job		
Information about your employer/training provider/college		
Unit assessment plans		
Unit progress record		
Completed Element achievement records for each Unit		
Signed by yourself, your assessor and the internal verifier (where relevant)		
Evidence reference numbers included		
Index of evidence (with cross-referencing information completed)		
Evidence (with reference numbers)		
Observation records		
Details of witnesses (witness testimony sheets)		
Personal statements		
Products of performance		

Collecting your evidence

All of the evidence which you collect and present for assessment must be relevant to your SVQ. Your assessor will help you choose which pieces of evidence you should include.

We have provided blank forms in Section 4 of this document, which you can photocopy to help you record and present your evidence. Although we have provided you with sample forms, your centre may have their own recording documents which they would prefer you to use.

Some of these forms, eg **observation records** and the **record of questions and answers** will be completed by your assessor. Other forms (**witness testimonies**) will be used by people other than your assessor to testify that they have observed you doing your job, and there is one for you to complete called a **personal statement**.

Explanations are given below about how and when these forms should be used.

Observation record — Example 5

The observation record is used by your assessor to record what tasks you have performed and to what standard. There is also a section for your assessor to note which other Units or Outcomes are covered by this evidence ('integration of assessment').

The assessor will discuss with you which Performance Criteria and Range you have successfully achieved and give you feedback. This form should then be given a reference number and included in your portfolio as part of your evidence.

Witness testimony — Example 6

There may be occasions when your assessor is not available to observe you carrying out certain aspects of your job. In such instances, it may be appropriate for another person to comment about your performance by completing a statement called a 'witness testimony'.

Witness testimony should only be used as supporting evidence and should:

♦ be provided by a person, not related to you, who is in a position to make a valid comment about your performance, eg supervisor, line manager or possibly a client/customer
♦ contain comments which specifically relate your performance to the standards
♦ be authenticated by the inclusion of the witness's signature, role, address, telephone number and the date

It is unlikely that your assessor would make an assessment decision based on witness testimony alone. They would normally supplement this type of evidence with questioning.

Record of questions and candidate's answers — Example 7

This form is used to record any questions which your assessor may ask, to establish whether you have the required level of Knowledge and Understanding associated with each Unit. There is also space on the form for your answers to be noted.

Personal statement — Example 4

There will be times when you need to put a piece of your evidence in context for your assessor so that they can decide if it is relevant to your SVQ. You can complete personal statements to help you do this — these can relate either to the pieces of evidence or to each Outcome or Unit.

For example, you may refer to paperwork which is often used in your organisation to help you pass on information to a colleague. It may not be clear to an assessor why you are communicating to your colleague in this way and a brief explanation of the paperwork and why it is relevant to a particular part of your SVQ may be required.

A personal statement might also be used to record your experience of something, such as, how you handled a specific situation. This can be documented in your personal statement and should be a description of what you did, how you did it and why you did it. It will also allow you to include the people who were present and either assisted you or witnessed your actions. This, in turn, might identify who you should approach for 'witness testimony'. In your personal statement you could also refer to product evidence that you have produced (eg reports, notes, completed forms), these can also be included as evidence in your portfolio.

The personal statement can be a piece of evidence in itself and should therefore be included in your portfolio.

Presenting your evidence

It is important to present all of your evidence in a clear, consistent and legible manner. Your assessor will then find it much easier to make appropriate judgements about the quality, sufficiency and currency of the materials you are putting forward for consideration.

It is not necessary to produce all of your evidence in typewritten format — some hand-written pieces of evidence, such as notes, will be perfectly acceptable.

There may also be items of evidence which you cannot physically include in your portfolio. This might be for confidentiality reasons or it could be that something which you have produced as part of your day-to-day work is normally kept in a filing cabinet or stored electronically in a PC.

In compiling your portfolio, we suggest that anything you produce as part of your day-to-day work is kept in its normal location, but those pieces of evidence which have been produced specifically for your SVQ, eg witness testimony statements or personal statements, are filed in your portfolio.

However, assessors and verifiers should be able to locate and access your evidence at all times. It is, therefore, very important that you clearly reference every item of evidence.

Referencing your evidence

Your assessor, as well as the internal and External Verifiers, will need to find their way around your portfolio, so you should give each piece of evidence a number.

Remember, that where you have used 'integration of assessment', you need to give details of all the Units and Elements which are linked to a specific piece of evidence. The links should be noted on the pieces of evidence themselves as well as on the index of evidence (cross-referencing).

How to complete the Index of evidence — Example 1

You should complete an index of evidence sheet and file it immediately before the actual pieces of evidence in your portfolio.

The index of evidence should be completed by:

♦ entering the evidence number in the first column
♦ giving a brief description of each piece of evidence in the second column
♦ explaining where the evidence can be found in the third column

You must make sure that the information contained in the evidence index is accurate when you give your portfolio to your assessor, particularly in relation to where the evidence can be located.

Completing the Element achievement records — Example 3

There is an Element achievement record for every Element within this portfolio. These records have been designed to allow you to record the evidence you have gathered for each Element. Each record has boxes across it which represents the Performance Criteria, Range Statement, Evidence Requirements and Knowledge and Understanding statement, these will differ from Element to Element so it is important to make sure you are using the right one. Whilst collecting your evidence you should use these grids to display the Performance Criteria, Range, Knowledge and Understanding and Evidence Requirement that piece of evidence relates to. In the first box write the evidence index number you have given to that piece of evidence. In the second box give a brief description of the evidence, then tick against the relevant Performance Criteria, Range, Evidence Requirements and Knowledge and Understanding.

Worked examples

To give you a clearer picture of how to compile your portfolio, you will find worked examples of the various forms over the next few pages. You should ask your assessor for further advice and support if you are still unsure about how to use the forms and who should complete them.

Index of evidence — Example 1

SVQ title and level	Using IT at level 3

Evidence number	Description of evidence	Included in portfolio (Yes/No) If no, state location	Sampled by the IV (initials and date)
1	Action plan identifying customer requirements	Yes	
2	Personal statement	Yes	
3	Witness testimony	Yes	
4	Record of questions and answers	Yes	
5	Log of configuration details and errors	Yes	
6	Observation checklist	Yes	
7	Procedure for shutting down system	Yes	
8	Company media storage policy	No. Can be found with General Manager.	

Unit progress record — Example 2

Qualification and level	Using IT at level 3
Candidate's name	Anne Thomas

To achieve the whole qualification, you must [complete] ... **[manda]tory** Units and **optional** Units.

> Circle the reference numbers as you complete each Unit. You can then easily see what stage you have reached in your SVQ.

Unit checklist — circle the reference numbe[r] ... [complet]e it.

Mandatory	206	301	302	303	308				
Optional	305	306	311	312					

Mandatory Units

SQA Unit number	SSC/SSB Unit number	Title	Assessor	Internal Verifier	Date
	206	Ensure your own actions reduce risks to H&S			
	301	Select and enable IT for use	P.Jones		28/4/2000
	302	Maintain the Software Environment	P.Jones		28/4/2000
	303	Develop and maintain the effectiveness of the IT working environment	P.Jones		8/4/2000
	308	Develop your own effectiveness and			

> This section of the form is for your assessor to sign each time you successfully achieve a Unit.

Optional Units

	305	Design and produce documents using WP software			
	306	Design and produce spreadsheets			
	311	Design and use databases			
	312	Design and produce documents using graphics			

Element achievement record — Example 3

Unit title: **Select & enable IT for use**

Element: **301.1 Select and configure equipment for use**

Evidence index no	Description of evidence	Performance Criteria								Range			Knowledge and Understanding				
		a	b	c	d	e	f	g	h	1	2	3	K1	K2	K3	K4	K5
1	Action Plan	✓	✓			✓				✓							
2	Personal Statement	✓	✓			✓				✓							
3	Copy of Legislation			✓	✓							✓					
5	Record of Questions & Answers	✓	✓	✓		✓				✓	✓	✓					
6	Log of Configuration Details						✓	✓	✓		✓						

These numbers relate to your Evidence Index and will allow your assessor to find your evidence easily.

Give a brief description of the evidence you are offering for assessment against each Performance Criterion, Range and piece of Knowledge and Understanding.

As you collect your evidence for assessment you should tick the relevant boxes. There is a box which represents each Performance Criterion and Range in the Element.

Candidates should enter which areas of Knowledge and Understanding that piece of evidence covers.

Candidate's signature _____ **Date** _____

Assessor's signature _____ **Date** _____

Internal verifier's signature _____ **Date** _____

Personal statement — Example 4

Date	Evidence index number	Details of statement	Links to other evidence (enter numbers)	Units, Elements, PC, and Range covered
4/4/00	1	Statement that I know and understand customer requirements. Names of customer and software and hardware requirements in portfolio. Statements that I understand how to set up, equipment, configure software that met customer requirements. Details of equipment and software with dates are listed in portfolio.	1	301.1.a,b,e Range 1

Candidate's signature   *Anne Thomas*   **Date**   *2/4/2011*

Observation record — Example 5

Unit/Element(s)   *(301) Select and Enable IT for Use*

Candidate's name   *Anne Thomas*

Evidence index number   *8*

Date of observation   *28/4/2011*

Skills/activities observed	PC covered
Saving and storing files	Element 301.3 PC: a-f Range: **materials** (consumables, removable storage media), **regulations** (current legislation, manufacturer's instructions, organisational procedures), **system** (application software, hardware, system software).

Knowledge and understanding apparent from this observation

Candidate can save and organise files. She can delete unwanted files and can shut down system according to organisation's procedures and manufacturer's instructions.

Other Units/Elements to which this evidence may contribute

302.1.b,c Range 1,3

Assessor comments and feedback to candidate

I can confirm the candidate's performance was satisfactory.

Assessor's signature   *Peter Jones*   **Date**   *28/4/2011*

Candidate's signature   *Anne Thomas*   **Date**   *28/4/2011*

Witness testimony — Example 6

SVQ title and level	Using IT level 3
Candidate's name	Anne Thomas
Evidence index no	4
Where applicable, evidence number to which this testimony relates	
Element(s)	301.2
Range	1
Date of evidence	8/4/2000
Witness name	Ian Cummings
Designation/relationship to candidate	Line manager
Details of testimony	*I can attest that I observed Anne Thomas following company and national regulations in the use of software. She understands and has knowledge of these regulations and I observed her following them when selecting and configuring software.*

I can confirm the candidate's performance was satisfactory.

Witness's signature *Ian Cummings*   **Date** *8/4/2011*

Witness (please tick the appropriate box)**:**

[✓] Holds L and D Unit 9D/9D1, A1/A2 or D32/D33 qualifications

[ ] Is familiar with the SVQ standards to which the candidate is working

Record of questions and candidate's answers — Example 7

Unit	301 Select and enable IT for use
Element(s)	1
Evidence index number	5
Circumstances of assessment	

As part of the staff induction scheme IT staff are regularly interviewed and asked about their knowledge and skills. Anne Thomas was interviewed on the 21 March 2011 and below is a summary of the interview where it relates to her knowledge of resources and problem solving.

List of questions and candidate's responses	
Q	If a member of staff asked you for a particular piece of equipment, what procedures would you follow?
A	I would ensure that a hardware requisition form has been filled out with the rational for needing such equipment, countersigned by their line and general managers. If approved, next step would be to ask the member of staff if they need specific training. Pc 301.1.a, b, e and Range 1, 2, 3.
Q	You discover that a member of staff has installed a piece of software on their workstation PC. What do you do?
A	If they installed it themselves then this is a serious breach of company regulations and I would inform the IT manager. I would then remove the software. Pc 301.1.c and Range 2, 3.

Assessor's signature   _Davinder Singh_   **Date**   _21/3/2011_

Candidate's signature   _Anne Thomas_   **Date**   _21/3/2011_

Section 3 — The Units and recording documents for your SVQ

Unit progress record

Qualification and level	
Candidate's name	

To achieve the whole qualification, you must prove competence in all **four mandatory** Units plus **six optional** Units from a minimum of two of the three categories.

Please note the table below shows the SSC identification codes listed alongside the corresponding SQA Unit numbers. It is important that the SQA Unit numbers are used in all your recording documentation and when your results are communicated to SQA. SSC identification codes are **not valid** in these instances.

Unit checklist — circle the reference number of each Unit as you complete it.

Mandatory							
Optional							

Mandatory Units — all Units should be completed

SQA Unit Number	SSC Unit Number	Title	Assessor	Internal Verifier	Date
FM1H 04	O01	Manage Teams			
FM1J 04	O02	Lead and Participate in Meetings			
FM1K 04	O03	Provide Ethical Advice, Judgement and Service			
FM1L 04	O04	Develop Self and Others			

Optional Units — candidates must achieve six of the following Units from a minimum of two of the three categories below

Project Development

SQA Unit Number	SSC Unit Number	Title	Assessor	Internal Verifier	Date
FM1M 04	O05	Prepare and Agree a Brief and Development Programme			
FM1N 04	O06	Manage Design Development and Processes			
FM1P 04	O07	Assess and Evaluate the Environmental Impact of Developments			
FM1R 04	O08	Evaluate Sustainable Resources and Requirements			
FM1T 04	O18	Manage Marketing and Customer Service			

Procurement, Contract & Budgets

SQA Unit Number	SSC Unit Number	Title	Assessor	Internal Verifier	Date
FM1V 04	O09	Establish Project Procurement Arrangements			
FM1W 04	O10	Implement Strategic Sourcing Partnerships			
FM1X 04	O11	Manage Procurement Processes			
FM1Y 04	O12	Prepare and Submit Estimates, Bids and Tenders			
FM20 04	O13	Ensure that Contracts are Prepared, Negotiated and Concluded			
FM21 04	O16	Control Income and Expenditure			

Project Control

SQA Unit Number	SSC Unit Number	Title	Assessor	Internal Verifier	Date
FM22 04	O14	Manage Project Process			
FM23 04	O15	Control Projects			
FM24 04	O17	Evaluate and Progress the Resolution of Disputes			
FM25 04	O19	Manage Project Completion			

Glossary of terms

Advisor A person who carries out, either singly or in combination, the functions of advising a candidate, collecting evidence of his or her competence on behalf of the assessor and authenticating the work candidates have undertaken. A mentor might also provide witness testimony.

Assessment The process of generating and collecting evidence of a candidate's performance and judging that evidence against defined criteria.

Authentication The process by which an advisor or assessor confirms that an assessment has been undertaken by a candidate and that all regulations governing the assessment have been observed.

Candidate The person enrolling for an SQA qualification.

Centre The college, training organisation or workplace where SQA qualifications are delivered and assessed.

Element of competence Statements which define the products of learning. The statements describe the activities that the candidate needs to perform in order to achieve the Unit. They contain Performance Criteria and sometimes statements on Range and evidence. (see Outcome).

Evidence Materials the candidate has to provide as proof of his or her competence against specified Performance Criteria.

Evidence Requirements Specify the evidence that must be gathered to show that the candidate has met the standards laid down in the Performance Criteria.

External Verifier The person appointed by the SQA who is responsible for the quality assurance of a centre's provision. An External Verifier is often appointed on a subject area basis or for cognate groups of Units.

Instrument of Assessment A means of generating evidence of the candidate's performance.

Internal verifier The person appointed from within the centre who ensures that assessors apply the standards uniformly and consistently.

Observation A means of assessment in which the candidate is observed carrying out tasks that reflect the Performance Criteria given in Outcomes.

Outcome	Statement which defines the products of learning. They describe the activities the candidate has to perform to achieve the Unit, and contain Performance Criteria and sometimes, statements on Range and evidence (see Elements of Competence).
Performance Criteria	Statements which describe the standard to which candidates must perform the activities which are stated in the Outcome.
Portfolio	A compilation of evidence which can form the basis for assessment. The portfolio is commonly used in SVQ awards and in alternative routes to assessment such as APL and credit transfer.
Product evaluation	A means of assessment which enables the quality of a product produced by the candidate, rather than the process of producing it, to be evaluated.
Range/Scope	A statement in the Unit which specifies the different contexts in which the activities described in the Outcome have to be demonstrated. Where they appear, Range/Scope Statements are mandatory.

Units for the SVQ5 Construction Senior Management SCQF level 11

UNIT CSML5/O01 (FM1H 04)   Manage Teams

This Unit has the following Elements:

CSML5/O01.1   Select and form a project team
CSML5/O01.2   Recruit, select and keep colleagues (Imported Standard based on MSC D3)
CSML5/O01.3   Allocate and monitor the progress and quality of work in your area of responsibility (Imported Standard based on MSC D6)
CSML5/O01.4   Develop productive working relationships with colleagues and stakeholders (Imported Standard based on MSC D2)

Unit Summary

This is a Mandatory Unit for all three routes. It 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 be able to demonstrate knowledge of the working culture and practices of the industry and how you can work within these practices to understand people's needs and motivations. You will have an active knowledge of the recruitment and the retention of employees.

You will confirm the work required in your area, and ensure that the work is allocated to the appropriate individuals. You will demonstrate how you will monitor and motivate the individuals and show a knowledge of formal appraisal systems and also at reviewing and updating plans of work in your area.

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.

UNIT CSML5/O01 (FM1H 04)   Manage Teams

Element O01.1   Select and form a project team

Performance Criteria

This involves:

(a) identifying the **team resources** that are needed and where they can be obtained, and selecting those that meet agreed timescales and budget limits
(b) identifying any **significant factors** which will affect the number, type and availability of **team resources**
(c) evaluating the quality and potential reliability of **team resources** and circulating the results to decision makers
(d) negotiating and agreeing proposals of contractual arrangements for **team resources** which are likely to produce an effective team and follow necessary **rules and formalities**
(e) following the **rules and formalities** for obtaining **team resources**

Range

1   Team resources
(a) management
(b) technical staff
(c) specialist sub-contractors
(d) specialist services
(e) workforce

2   Significant factors
(a) location
(b) cost
(c) time
(d) skills, experience and knowledge required and availability
(e) training and development requirements
(f) diversity

3   Rule and formalities
(a) contractual
(b) statutory
(c) recognised industry processes
(d) organisational processes
(e) certification of competence

UNIT CSML5/O01 (FM1H 04)   Manage Teams

Element O01.1   Select and form a project team

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

The candidate must produce documentary evidence from the workplace covering the following item(s) that are considered to be common and key/critical to demonstrating competence

1   Proposal(s) for team resources which include where they can be obtained, timescales, budget limits, significant factors, quality and reliability, resources and following rules and formalities (a,b,c,d,e) [1,2,3]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   How and why do you select team resources that meet agreed timescales and budget limits? (evaluation) (a) [1,2]
2   What do you identify as the team resources that are needed and where they can be obtained? (understanding) (a) [1]
3   What do you identify as significant factors which will affect the number, type and availability of team resources? (understanding) (b) [1,2]
4   How do you circulate the results of evaluating the quality and reliability of team resources to decision makers? (application) (c) [1]
5   How and why do you evaluate the quality and potential reliability of team resources? (evaluation) (c) [1]
6   How and why do you negotiate proposals of contractual arrangements for team resources? (synthesis) (d) [1,3]
7   How and why do you agree proposals of contractual arrangements for **team resources**? (evaluation) (d) [1,3]
8   How do you follow the **rules and formalities** for obtaining **team resources**? (application) (e) [1,3]

UNIT CSML5/O01 (FM1H 04) Manage Teams

Element O01.1   **Select and form a project team**

No	Description of Evidence	Performance Criteria					Range														
		a	b	c	d	e	1a	1b	1c	1d	1e	2a	2b	2c	2d	2e	2f	3a	3b	3c	3d	3e

UNIT CSML5/O01 (FM1H 04)   Manage Teams

Element O01.1   Select and form a project team

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O01 (FM1H 04)　　　Manage Teams

Element O01.2　　　Recruit, select and keep colleagues (Imported Standard based on MSC D3)

Performance Criteria

This involves:

(a) talking with colleagues who are leaving your area of responsibility to identify and discuss their reasons for leaving
(b) identifying ways of addressing staff turnover problems, implementing those which clearly fall within your authority and communicating others to the relevant people for consideration
(c) reviewing, on a regular basis, the work required in your area of responsibility, identifying any shortfall in the number of colleagues and/or the pool of skills knowledge, understanding and experience
(d) identifying and reviewing the options for addressing any identified shortfalls and deciding on the best option(s) to follow
(e) consulting with others to produce or update job descriptions and person specifications where there is a clear need to recruit
(f) consulting with others to discuss and agree stages in the recruitment and selection process for identified vacancies, the methods that will be used, the associated timings and who is going to be involved
(g) ensuring that any information on vacancies is fair, clear and accurate before it goes to potential applicants
(h) seeking and making use of specialist expertise in relation to recruiting, selecting and keeping colleagues
(i) participating in the recruitment and selection process, as agreed, making sure that the process is fair, consistent and effective

(j) making sure that applicants who are offered positions are likely to be able to perform effectively and work with their new colleagues
(k) judging whether the recruitment and selection process has been successful in relation to recent appointments in your area and identifying any areas for improvements

UNIT CSML5/O01 (FM1H 04)   Manage Teams

Element O01.2   Recruit, select and keep colleagues (Imported Standard based on MSC D3)

Evidence Requirements — Performance

1   You recognise the opportunities presented by the diversity of
    people
2   You work to turn unexpected events into opportunities rather
    than threats
3   Your try out new ways of working
4   You identify peoples' information needs
5   You seek to understand people's needs and motivations
6   You comply with, and ensure that others comply with, legal
    requirements, industry regulations, organisational policies
    and professional codes
7   You take and implement difficult and/or unpopular decisions,
    if necessary
8   You act within the limits of your authority
9   You show integrity, fairness and consistency in decision
    making

UNIT CSML5/O01 (FM1H 04)   Manage Teams

Element O01.2   Recruit, select and keep colleagues (Imported Standard based on MSC D3)

Evidence Requirements — Knowledge & Understanding

1   Why it is important to identify and understand why colleagues are leaving and how to do so constructively and sensitively
2   The types of reasons colleagues might give for leaving
3   How to measure staff turnover
4   The causes and effects of high **and** low staff turnover
5   Measures which can be undertaken to address staff turnover problems
6   How to review the workload in your area in order to identify shortfalls in the number of colleagues and/or the pool of skills, knowledge, understanding and experience
7   Different options for addressing identified shortfalls and their associated advantages and disadvantages
8   What job descriptions and person specifications should cover and why it is important to consult with others in producing or updating them
9   Different stages in the recruitment and selection process and why it is important to consult with others on the stages, recruitment and selection methods to be used, associated timings and who is going to be involved
10   Different recruitment and selection methods and their associated advantages and disadvantages
11   Why it is important to give fair, clear and accurate information on vacancies to potential applicants
12   How to judge whether applicants meet the stated requirements of the vacancy
13   Sources of specialist expertise in relation to recruitment, selection and retention

14   How to take account of equality and diversity issues, including legislation and any relevant codes of practice, when recruiting and selecting people and keeping colleagues
15   How to review the effectiveness of recruitment and selection in your area
16   Turnover rates within similar organisations in the industry/sector
17   Recruitment, selection and retention issues and specific initiatives and arrangements within the industry/sector
18   Working culture and practices of the industry/sector
19   Current people resources available to your area, including skills, knowledge, understanding and experience of colleagues
20   Work requirements in your area
21   Agreed operational plans and changes in your area
22   The staff turnover rate in your area
23   Job descriptions and person specifications for confirmed vacancies
24   Local employment market conditions
25   The organisations structure, values and culture
26   Employment policies and practices within the organisation including recruitment, selection, induction, development, promotion, retention, redundancy, dismissal, pay and other terms and conditions
27   Sources of specialist expertise in relation to recruitment, selection and retention used by your organisation

UNIT CSML5/O01 (FM1H 04)   Manage Teams

Element O01.2   Recruit, select and keep colleagues (Imported Standard based on MSC D3)

No	Description of Evidence	Performance Criteria										
		a	b	c	d	e	f	g	h	i	j	k

UNIT CSML5/O01 (FM1H 04)   Manage Teams

Element O01.2   Recruit, select and keep colleagues (Imported Standard based on MSC D3)

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O01 (FM1H 04)   Manage Teams

**Element O01.3   Allocate and monitor the progress and quality of work in your area of responsibility
(Imported Standard based on MSC D6)**

Performance Criteria

This involves:

(a) confirming the work required in your area of responsibility with your manager and seeking clarification, where necessary, on any outstanding points and issues

(b) planning how the work will be undertaken, seeking views from people in your area of responsibility, identifying any priorities or critical activities and making best use of the available resources

(c) ensuring that work is allocated to individuals and/or teams on a fair basis taking account of skills, knowledge and understanding, experience and workloads and the opportunity for development

(d) ensuring that individuals and/or teams are briefed on allocated work, showing how it fits with the vision and objectives for the area and the overall organisation, and the standard or level of expected performance

(e) encouraging individuals and/or team members to ask questions, making suggestions and seeking clarification in relation to allocated work

(f) (monitoring the progress and quality of the work of individuals and/or teams on a regular and fair basis against the standard or level of expected performance and providing prompt and constructive feedback

(g) supporting individuals and/or teams in identifying and dealing with problems and unforeseen events

(h) motivating individual and/or teams to complete the work they have been allocated and providing, where requested and where possible, any additional support and/or resources to help completion

(i) monitoring your area for conflict, identifying the cause(s) when it occurs and dealing with it promptly and effectively

(j) identifying unacceptable or poor performance, discussing the cause(s) and agreeing ways of improving performance with individuals and/or teams

(k) recognising successful completion of significant pieces of work or work activities by individuals and/or teams

(l) using information collected on the performance of individuals and/or teams in any formal appraisals of performance

(m) reviewing and updating plans of work for your area and clearly communicating any changes to those affected

UNIT CSML5/O01 (FM1H 04)   Manage Teams

Element O01.3   Allocate and monitor the progress and quality of work in your area of responsibility
                   (Imported Standard based on MSC D6)

Evidence Requirements — Performance

1   You recognise changes in circumstances promptly and adjust plans and activities accordingly
2   You prioritise objectives and plan work to make best use of time and resources
3   You make time available to support others
4   You take personal responsibility for making things happen
5   You show an awareness of your own values, motivations and emotions
6   You show integrity, fairness and consistency in decision-making
7   You clearly agree what is expected of others and hold them to account
8   You seek to understand peoples' needs and motivations
9   You take pride in delivering high quality work
10 You are vigilant for possible risks and hazards
11 You encourage and support others to make the best use of their abilities
12 You use a range of leadership styles appropriate to different people and situations

UNIT CSML5/O01 (FM1H 04)   Manage Teams

Element O01.3   **Allocate and monitor the progress and quality of work in your area of responsibility**
                     (Imported Standard based on MSC D6)

Evidence Requirements — Knowledge & Understanding

1   How to select and successfully apply different methods for communicating with people across an area of responsibility
2   The importance of confirming/clarifying the work required in your area of responsibility with your manager and how to do this effectively
3   How to identify and take due account of health and safety issues in the planning, allocation and monitoring of work
4   How to produce a plan of work for your area of responsibility, including how to identify any priorities or critical activities and the available resources
5   The importance of seeking views from people working in your area and how to take account of their views in producing the plan of work
6   Why it is important to allocate work to individuals and/or teams on a fair basis and how to do so effectively
7   Why it is important that individuals and/or teams are briefed on allocated work and the standard or level of expected performance and how to do so effectively
8   The importance of showing individuals and/or teams how their work fits with the vision and objectives of the area and those of the organisation
9   Ways of encouraging individuals and/or teams to ask questions and/or seek clarification in relation to the work which they have been allocated
10 Effective ways of regularly and fairly monitoring the progress and quality of work of individuals and/or teams against the standards or level of expected performance

11 How to provide prompt and constructive feedback to individuals and/or teams
12 Why it is important to monitor your area for conflict and how to identify the cause(s) of conflict when it occurs and deal with it promptly and effectively
13 Why it is important to identify unacceptable or poor performance by individuals and/or teams and how to discuss the cause(s) and agree ways of improving performance with them
14 The types of problems and unforeseen events that may occur and how to support individuals and/or teams in dealing with them
15 The additional support and/or resources which individuals and/or teams might require to help them complete their work and how to assist in providing this
16 How to select and successfully apply different methods for encouraging, motivating and supporting individuals and/or teams to complete the work they have been allocated, improve their performance and for recognising their achievements
17 How to log information on the ongoing performance of individuals and/or teams and use this information for formal performance appraisal purposes
18 The importance of reviewing and updating plans of work for your area in the light of developments, how to reallocate work and resources and clearly communicate the changes to those affected
19 Industry/sector requirements for the development or maintenance of knowledge, understanding and skills.
20 Industry/sector specific legislation, regulations, guidelines, codes of practice relating to carrying out work.
21 The individuals and/or teams in your areas of responsibility.
22 The vision and objectives for your area of responsibility.

23 The vision and objectives of the overall organisation.
24 The work required in your area of responsibility.
25 The available resources for undertaking the required work.
26 The plan of work for your area of responsibility.
27 The organisation's written health and safety policy statement and associated information and requirements.
28 Your organisation's policy and procedures in terms of personal development.
29 Organisational standards or level of expected performance.
30 Organisational policies and procedures for dealing with poor performance.
31 Organisational grievance and disciplinary policies and procedures.
32 Organisational performance appraisal systems.

UNIT CSML5/O01 (FM1H 04) Manage Teams

Element O01.3 **Allocate and monitor the progress and quality of work in your area of responsibility (Imported Standard based on MSC D6)**

No	Description of Evidence	Performance Criteria												
		a	b	c	d	e	f	g	h	i	j	k	l	m

UNIT CSML5/O01 (FM1H 04)   Manage Teams

**Element O01.3   Allocate and monitor the progress and quality of work in your area of responsibility
(Imported Standard based on MSC D6)**

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O01 (FM1H 04)   Manage Teams

Element O01.4   **Develop productive working relationships with colleagues and stakeholders**
(Imported Standard based on MSC D2)

Performance Criteria

This involves:

(a) identifying stakeholders and the background to and nature of their interest in the activities and performance of the organisation
(b) establishing working relationships with relevant colleagues and stakeholders
(c) recognising and respecting the roles, responsibilities, interests and concerns of colleagues and stakeholders
(d) providing colleagues and stakeholders with appropriate information to enable them to perform effectively
(e) consulting colleagues and stakeholders in relation to key decisions and activities and taking account of their views, including their priorities, expectations and attitudes to potential risks
(f) fulfilling agreements made with colleagues and stakeholders and letting them know
(g) advising colleagues and stakeholders promptly of any difficulties or where it will be impossible to fulfil agreements
(h) identifying and sorting out conflicts of interest and disagreements with colleagues and stakeholders in ways that minimise damage to work and activities and to the individuals and organisations involved
(i) monitoring and reviewing the effectiveness of working relationships with colleagues and stakeholders, seeking and providing feedback, in order to identify areas for improvement
(j) monitoring wider developments in order to identify issues of potential interest or concern to stakeholders in the future and to identify new stakeholders

UNIT CSML5/O01 (FM1H 04)   Manage Teams

Element O01.4   Develop productive working relationships with colleagues and stakeholders (Imported Standard based on MSC D2)

Evidence Requirements — Performance

1 You present information clearly, concisely, accurately and in ways that promote understanding
2 You show respect for the views and actions of others
3 You seek to understand peoples' needs and motivations.
4 You comply with and ensure others comply with legal requirements, industry regulations, organisational policies and professional codes
5 You create a sense of common purpose
6 You work towards win-win solutions
7 You show sensitivity to internal and external politics that impact on your area of work.
8 You keep promises and honour commitments
9 You consider the impact of your own actions on others
10 You use communication styles that are appropriate to different people and situations
11 You work to develop an atmosphere of professionalism and mutual support

UNIT CSML5/O01 (FM1H 04)   Manage Teams

Element O01.4   Develop productive working relationships with colleagues and stakeholders
(Imported Standard based on MSC D2)

Evidence Requirements — Knowledge & Understanding

1   The benefits of developing productive working relationships with colleagues and stakeholders
2   Different types of stakeholder and key principles which underpin the stakeholder concept
3   How to identify your organisation's stakeholders, including background information, and the nature of their interest in your organisation
4   Principles of effective communication and how to apply them in order to communicate effectively with colleagues and stakeholders
5   Why it is important to recognise and respect the roles, responsibilities, interests and concerns of colleagues and stakeholders
6   How to identify and meet the information needs of colleagues and stakeholders
7   What information it is appropriate to provide to colleagues and stakeholders and the factors that need to be taken into consideration
8   How to consult with colleagues and stakeholders in relation to key decisions and activities
9   The importance of taking account, and being seen to take account, of the views of colleagues and stakeholders, particularly in relation to their priorities, expectations and attitudes to potential risks
10   Why communication with colleagues and stakeholders on fulfilment of agreements or any problems affecting or preventing fulfilment is important

11   How to identify conflicts of interest with colleagues and stakeholders and the techniques that can be used to manage or remove them
12   How to identify disagreements with colleagues and stakeholders and the techniques for sorting them out
13   The damage which conflicts of interest and disagreements with colleagues and stakeholders can cause to individuals and organisations
14   How to take account of diversity issues when developing working relationships with colleagues and stakeholders
15   How to recognise and take account of political issues when dealing with colleagues and stakeholders
16   How to manage the expectations of colleagues and stakeholders
17   How to monitor and review the effectiveness of working relationships with colleagues and stakeholders
18   How to obtain and make effective use of feedback on the effectiveness of working relationships from colleagues and stakeholders
19   How to provide colleagues and stakeholders with useful feedback on the effectiveness of working relationships
20   The importance of monitoring wider developments in relation to stakeholders and how to do so effectively
21   Current and emerging political, economic, social, technological, environmental and legal developments in the industry or sector
22   Sector-specific legislation, regulations, guidelines and codes of practice.
23   Standards of behaviour and performance in the industry or sector
24   The culture of the industry or sector

25 Developments, issues and concerns of importance to stakeholders in the industry or sector
26 The vision, values, objectives, plans, structure and culture of your organisation
27 Relevant colleagues, their work roles and responsibilities
28 Identified stakeholders, their background and interest in the activities and performance of the organisation
29 Agreements with colleagues and stakeholders
30 The identified information needs of colleagues and stakeholders
31 Mechanisms for consulting with colleagues and stakeholders
32 The organisation's planning and decision making processes
33 Mechanisms for communicating with colleagues and stakeholders
34 Power, influence and politics within the organisation.
35 Standards of behaviour and performance that are expected in the organisation
36 Mechanisms in place for monitoring and reviewing the effectiveness of working relationships with colleagues and stakeholders

UNIT CSML5/O01 (FM1H 04)   Manage Teams

Element O01.4   **Develop productive working relationships with colleagues and stakeholders (Imported Standard based on MSC D2)**

No	Description of Evidence	Performance Criteria									
		a	b	c	d	e	f	g	h	i	j

UNIT CSML5/O01 (FM1H 04)   Manage Teams

**Element O01.4   Develop productive working relationships with colleagues and stakeholders
(Imported Standard based on MSC D2)**

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O02 (FM1J 04)   Lead and Participate in Meetings

This Unit has the following Elements:

CSML5/O02.1   Lead meetings (Imported MSC Standard D11)
CSML/O02.2   Participate in meetings (Imported MSC Standard D12)

Unit Summary

This is a Mandatory Unit for all three routes. It is about how you conduct yourself in meetings with stakeholders, team members and members of the public.

You will provide evidence that you are able to lead a meeting in a professional manner, demonstrating respect for others and their opinions, and also that you show integrity, fairness and consistency in decision-making.

You will demonstrate that you are capable of presenting ideas and arguments convincingly and in ways that are acceptable to all parties, and that you can take timely decisions which are realistic for the situation.

In addition you will be able to produce evidence that you are able to participate in meetings with an equal ability as in leading meetings.

UNIT CSML5/O02 (FM1J 04)   Lead and Participate in Meetings

Element O02.1   Lead meetings (Imported MSC Standard D11)

Performance Criteria

This involves:

(a) establishing the purpose and objectives of the meeting and confirming that a meeting is the best way to achieve these objectives

(b) preparing carefully how you will lead the meeting and identifying who needs to participate

(c) inviting participants, giving them sufficient notice to enable them to attend, and stating the importance of the meeting, the role they will be expected to play, and the preparation they need to do

(d) circulating relevant information in advance and, if required, briefing participants individually on the context and purpose of the meeting and their roles

(e) setting a fixed time for the meeting to begin and end and allocating time appropriately for each agenda item.

(f) stating the purpose of the meeting at the start and checking that all participants understand why they are present

(g) clarifying specific objectives at the beginning of each agenda item

(h) encouraging all participants to make clear, concise and constructive contributions from their perspectives, whilst acknowledging and building on the contributions of other participants

(i) discouraging unhelpful comments and digressions and refocusing attention on the objectives of the meeting

(j) managing time flexibly, giving more time to particular agenda items, if necessary, whilst ensuring key objectives are met and participants are kept informed of changes in the agenda

(k) summarising the discussion at appropriate times and allocating action points to participants at the end of each agenda item

(l) taking decisions within the meeting's authority, remit or terms of reference

(m) observing any formal procedures or standing orders that apply to the meeting

(n) checking that decisions and action points are accurately recorded and promptly communicated to those who need to know

(o) evaluating whether the purpose and objectives of the meeting have been achieved and how future meetings could be made more effective

UNIT CSML5/O02 (FM1J 04)   Lead and Participate in Meetings

Element O02.1   Lead meetings (Imported MSC Standard D11)

Evidence Requirements — Performance

Product Evidence

1   You address multiple demands without losing focus or energy
2   You show respect for the views and actions of others
3   You present information clearly, concisely, accurately and in ways that promote understanding
4   You listen actively, ask questions, clarify points and rephrase other's statements to check mutual understanding
5   You show integrity, fairness and consistency in decision-making
6   You make best use of existing sources of information
7   You check the validity and reliability of information
8   You present ideas and arguments convincingly and in ways that strike a chord with people
9   You articulate the assumptions made and risks involved in understanding a situation
10 You take timely decisions that are realistic for the situation

Process Evidence

None applicable

UNIT CSML5/O02 (FM1J 04)   Lead and Participate in Meetings

Element O02.1   Lead meetings (Imported MSC Standard D11)

Evidence Requirements — Knowledge & Understanding

1   The importance of establishing the purpose and objectives of the meeting and how to do so
2   The importance of confirming a meeting is the best way to achieve these objectives
3   The importance of preparing how you will lead the meeting and how to do so
4   How to identify who needs to participate in the meeting
5   The importance of inviting participants and giving them sufficient notice to enable them to attend
6   The importance of informing participants of the role they will be expected to play, the preparation they need to do and the importance of the meeting
7   How to identify relevant information which participants require in advance of the meeting
8   The importance of circulating relevant information in advance and, if required, briefing participants individually on the context and purpose of the meeting and their roles
9   the importance of setting a fixed time for the meeting to begin and end and allocating time appropriately for each agenda item
10 How to allocate time appropriately for each agenda item
11 The importance of stating the purpose of the meeting at the start and checking that all participants understand why they are present
12 The importance of clarifying specific objectives at the beginning of each item

13 The importance of encouraging all participants to make clear, concise and constructive contributions from their perspectives, whilst acknowledging and building on the contributions of other participants, and how to do so
14 the importance of discouraging unhelpful comments and digressions, refocusing attention on the objectives of the meeting, and how to do so
15 How to manage time flexibly, giving more time to particular agenda items, if necessary, whilst ensuring the key objectives are met and participants are kept informed of changes in the agenda
16 The importance of summarising the discussion at appropriate times and allocating action points to participants at the end of each summary
17 The importance of taking decisions within the meeting's authority, remit or terms of reference and how to do so
18 The importance of checking that decisions and action points are accurately recorded and promptly communicated to those who need to know
19 How to evaluate whether the purpose and objectives of the meeting have been achieved and how future meetings could be made more effective
20 Industry/sector requirements for leading meetings
21 The people who need to participate and the roles they will be expected to play
22 The types and sources of information required in advance of the meeting
23 The meeting's authority, remit or terms of reference
24 Any formal procedures or standing orders that apply to the meeting
25 The people who are affected by the decisions and need to know about them

UNIT CSML5/O02 (FM1J 04)   Lead and Participate in Meetings

Element O02.1   Lead meetings (Imported MSC Standard D11)

No	Description of Evidence	Performance Criteria														
		a	b	c	d	e	f	g	h	i	j	k	l	m	n	o

UNIT CSML5/O02 (FM1J 04)   Lead and Participate in Meetings

Element O02.1   Lead meetings (Imported MSC Standard D11)

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O02 (FM1J 04)   Lead and Participate in Meetings

Element O02.2   Participate in meetings (Imported MSC Standard D12)

Performance Criteria

This involves:

(a) Briefing yourself on the content of the meeting, identifying relevant information and clarifying your opinions on various agenda items

(b) Consulting with those who have an interest in the various agenda items in order to understand and be able to represent their opinions

(c) Clarifying your objectives from the meeting what you hope the meeting will achieve

(d) Presenting relevant information to the meeting clearly and concisely

(e) Presenting your opinions and the interests of those you are representing in a convincing way, providing evidence to support your case, if required

(f) Articulating any issues and problems emerging from discussions and proposing and evaluating possible solutions

(g) Acknowledging and constructively discussing information and opinions provided by other people

(h) Clarifying decisions taken on the various agenda items, where necessary

(i) Communicating decisions clearly and concisely and in a timely way to those who have an interest in the various agenda items, in line with any communication protocol agreed at the meeting

UNIT CSML5/O02 (FM1J 04)   Lead and Participate in Meetings

Element O02.2   Participate in meetings (Imported MSC Standard D12)

Evidence Requirements — Performance

1 You address multiple demands without losing focus or energy
2 You show respect for the views and actions of others
3 You present information clearly, concisely, accurately and in ways that promote understanding
4 You keep people informed of plans and developments
5 You state your own position and views clearly and confidently in conflict situations
6 You make best use of existing sources of information
7 You check the validity and reliability of information
8 You state own opinions, views and requirements clearly
9 You present ideas and arguments convincingly and in ways that strike a chord with people
10 You listen actively, ask questions, clarify points and rephrase others' statements to check mutual understanding

UNIT CSML5/O02 (FM1J 04) Lead and Participate in Meetings

Element O02.2 Participate in meetings (Imported MSC Standard D12)

Evidence Requirements — Knowledge & Understanding

1 The importance of briefing yourself on the content of the meeting
2 How to identify relevant information for the meeting and clarify your opinions on various agenda items
3 The importance of consulting those who have an interest in the various agenda items, and how to do so in order to understand and be able to represent their opinions
4 The importance of setting your objectives for the meeting, and how to do so
5 The importance of presenting relevant information and opinions to the meeting clearly and concisely, and how to do so
6 How to present your opinions and the interests of those you are representing in a convincing way
7 The importance of identifying and articulating any issues and problems emerging from discussions, and how to contribute to resolving them
8 The importance of acknowledging information and opinions provided by other people and how to discuss these constructively
9 The importance of clarifying decisions taken on various agenda items, where necessary, and how to do so
10 The importance of communicating decisions clearly and in a timely way to those who have an interest in the various agenda items, and how to do so in line with any communication protocol agreed at the meeting
11 Industry/sector requirements for participating in meetings.
12 The types and sources of information relevant for the meeting

13 People who have an interest in the various agenda items

UNIT CSML5/O02 (FM1J 04) **Lead and Participate in Meetings**

Element O02.2 **Participate in meetings (Imported MSC Standard D12)**

No	Description of Evidence	Performance Criteria								
		a	b	c	d	e	f	g	h	i

UNIT CSML5/O02 (FM1J 04)   **Lead and Participate in Meetings**

Element O02.2   Participate in meetings (Imported MSC Standard D12)

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:**   _____

Assessor: _____   **Date:**   _____

Internal Verifier: _____   **Date:**   _____

UNIT CSML5/O03 (FM1K 04)   Provide Ethical Advice, Judgement and Service

This Unit has the following Elements:

CSML5/O03.1   Exchange information and present advice on technical issues
CSML5/O03.2   Resolve complex, indeterminate situations
CSML5/O03.3   Practice within an ethical framework

Unit Summary

This is a Mandatory Unit for all three routes. It is about obtaining and evaluating information which is sufficiently detailed for the purpose and presenting it in an appropriate manner. You will be able to present clear, accurate and valid technical recommendations.

Following recognised good practice you will need to make ethical judgements and offer advice which balances the needs of the organisation, its clients and society.

You will need to make judgements and offer advice which balances the needs of the client, the resources available and the needs of the people in the community, which identifies ethical standards (including health and safety) and any conflicts of interest.

You should identify where complex, indeterminate situations exist, assessing the validity and completeness of the available information, analysing the information and drawing valid and justifiable conclusions.

You should reflect on the conclusions and interpret them into detailed issues that enable known opportunities and solutions to be identified and utilised for establishing policy.

UNIT CSML5/O03 (FM1K 04)   Provide Ethical Advice, Judgement and Service

Element O03.1   Exchange information and present advice on technical issues

Performance Criteria

This involves:

(a) obtaining and evaluating information which is sufficiently detailed for the **purpose**
(b) **presenting** technical information and advice which is complete, summarised accurately and relevant to technical issues
(c) **presenting technical recommendations** which are clear, accurate and valid, and which represent the best advice possible, given the information and resources available
(d) giving technical instructions and guidance which are likely to be understood by the people who will follow them
(e) **presenting technical recommendations** and advice using a style of communication which is appropriate to the **people receiving information and advice**
(f) adapting and modifying **technical recommendations** where people have difficulties understanding them)

Range

1   Purpose
   (a)   sharing experience
   (b)   issuing instructions
   (c)   making decisions
   (d)   increasing understanding
   (e)   implementing a solution
   (f)   dealing with confrontation
   (g)   negotiation

2   Presenting
   (a)   orally
   (b)   in writing
   (c)   graphically
   (d)   electronically

3   People receiving information and advice
   (a)   same and other related occupations
   (b)   clients and customers
   (c)   technical and non-technical team members
   (d)   craftspeople and operatives
   (e)   senior and junior colleagues
   (f)   members of the public
   (g)   people with individual needs

UNIT CSML5/O03 (FM1K 04)   Provide Ethical Advice, Judgement and Service

Element O03.1   Exchange information and present advice on technical issues

Range (cont)

4   Technical recommendations include
  (a)   realistic estimates of the implications of alternatives which have been considered
  (b)   clear descriptions of the information sources consulted
  (c)   the analysis techniques applied
  (d)   the criteria used for making evaluations and reaching justifiable conclusions

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Technical information and advice presented, including technical information obtained and evaluated in significant detail which has been modified and adapted (a,b,c,e,f) [1,2,3,4]
2   Record(s) of technical instructions and guidance (d) [4]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

1   Presenting technical information, advice recommendations and guidance (b,c,d,f) [2,3,4]

UNIT CSML5/O03 (FM1K 04) Provide Ethical Advice, Judgement and Service

Element O03.1 Exchange information and present advice on technical issues

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1 How do you obtain information which is sufficiently detailed for the **purpose**? (application) (a) [1]
2 How and why do you present technical information and advice? (synthesis) (b) [2]
3 How and why do you **present technical recommendations** and advice in a style appropriate to the **people receiving information and advice**? (synthesis) (e) [2,3,4]
4 How and why do you give technical instructions and guidance? (synthesis) (d) [4]
5 How do you adapt and modify **technical recommendations** where people are having difficulties in understanding them? (application) (f) [4]
6 How do you present **technical recommendations** which are clear, accurate and valid and which represent the best advice possible? (synthesis) (c) [2,3,4]
7 How do and why do you evaluate information which is sufficiently detailed for the **purpose**? (evaluation) (a)[1]

UNIT CSML5/O03 (FM1K 04)   Provide Ethical Advice, Judgement and Service

Element O03.1   **Exchange information and present advice on technical issues**

No	Description of Evidence	Performance Criteria						Range																			
		a	b	c	d	e	f	1a	1b	1c	1d	1e	1f	1g	2a	2b	2c	2d	3a	3b	3c	3d	3e	3f	3g	4a	4b	4c	4d

UNIT CSML5/O03 (FM1K 04)   Provide Ethical Advice, Judgement and Service

Element O03.1   Exchange information and present advice on technical issues

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O03 (FM1K 04)   Provide Ethical Advice, Judgement and Service

Element O03.2   Resolve complex, indeterminate situations

Performance Criteria

This involves:

(a) identifying where complex, indeterminate situations exist, estimating their effects realistically and summarising the issues for the organisation
(b) assessing the validity and completeness of the **information** available and identifying any significant gaps
(c) specifying and obtaining sufficient additional **information** to cover any gaps and to provide a valid starting point for the analysis of the situation
(d) analysing **information** and drawing valid and justifiable conclusions
(e) applying decision making techniques which increase the reliability of the conclusions
(f) **reflecting** on the conclusions and interpreting them into detailed issues that enable known opportunities and solutions to be identified and utilised for establishing policy

Range

1   **Information**
   (a)   experience and practice
   (b)   internal to the organisation
   (c)   external to the organisation
   (d)   continuing professional development

2   **Reflecting**
   (a)   comparison between previous cases and the current situation
   (b)   the outcomes required
   (c)   known and anticipated limitations and opportunities

UNIT CSML5/O03 (FM1K 04)   Provide Ethical Advice, Judgement and Service

Element O03.2   Resolve complex, indeterminate solutions

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Assessment(s) and summary(ies) of situations and information obtained which include estimates of effects (a,b,c) [1]
2   Analysis(es) of information and conclusions drawn (d) [1,2]
3   Records of reflections on the conclusions utilised for establishing policy (e,f) [2]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

UNIT CSML5/O03 (FM1K 04)   Provide Ethical Advice, Judgement and Service

Element O03.2   Resolve complex, indeterminate situations

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   What do you identify as complex, indeterminate situations? (understanding) (a)[1]
2   How and why do you estimate the effects of complex, indeterminate situations? (analysis) (a)[1]
3   How do you summarise issues for the organisation? (application) (a)[1]
4   What do you identify as any significant gaps in the **information** available? (understanding) (b) [1]
5   How and why do you assess the validity and completeness of the **information**? (analysis) (b) [1]
6   How and why do you analyse **information** and draw valid and justifiable conclusions? (analysis) (d)[1]
7   How do you specify and obtain sufficient additional **information** to cover any gaps and to provide a valid starting point for the analysis of the situation? (application) (c) [1]
8   How and why do you **reflect** on the conclusions? (analysis) (f) [2]
9   How do you apply decision making techniques which increase the reliability of the conclusions? (application) (e)[1]

UNIT CSML5/O03 (FM1K 04)   Provide Ethical Advice, Judgement and Service

Element O03.2   Resolve complex, indeterminate situations

No	Description of Evidence	Performance Criteria						Range						
		a	b	c	d	e	f	1a	1b	1c	1d	2a	2b	2c

UNIT CSML5/O03 (FM1K 04)   Provide Ethical Advice, Judgement and Service

Element O03.2   Resolve complex, indeterminate solutions

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O03 (FM1K 04) Provide Ethical Advice, Judgement and Service

Element O03.3 **Practice within an ethical framework**

Performance Criteria

This involves:

(a) making judgements and offering advice which balance the needs of the client, the resources available and the needs of people in the community who are directly and indirectly affected
(b) taking clear and unequivocal personal responsibility for personal decisions
(c) disclosing information obtained from clients only to people who have a right to receive it
(d) communicating with stakeholders in a style and manner which maintains professional independence and maximises goodwill and trust
(e) defining and agreeing the terms of reference and the expectations of the people involved in contracts
(f) entering into contracts and agreements which conform to legal requirements, **ethical standards** and **recognised good practice**
(g) refusing offers and contracts which may generate **conflicts of interest**
(h) setting up and implementing **systems** to protect individual, organisational and community interests

Range

1 **Ethical standards and recognised practice**
   (a) recognised norms of consistency in matters of intention, description and action
   (b) mandatory ethical codes of practice within the occupation of discipline
   (c) statute law
   (d) voluntary codes of conduct
   (e) duty of care
   (f) health, safety and welfare

2 **Conflicts of interest**
   (a) offers which may result in adverse conditions to other individuals or the community
   (b) offers which involve the financial interest of the practitioner
   (c) giving unfair advantage to the practitioner's family or friends

3 **Systems**
   (a) indemnity insurance
   (b) guarantees
   (c) contract conditions
   (d) bonds

UNIT CSML5/O03 (FM1K 04)   Provide Ethical Advice, Judgement and Service

Element O03.3   Practice within an ethical framework

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Record(s) of contract(s) agreement(s) and terms of reference which include conformance to legal requirements, ethical standards and recognised good practice (e,f) [1,2,3]
2   Record(s) of balanced judgements, advice and personal decisions (a,b,c,d) [1,2,3]
3   System(s) which have been set up to protect individual, organisational and community interests (g,h) [3]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

UNIT CSML5/O03 (FM1K 04)   Provide Ethical Advice, Judgement and Service

Element O03.3   Practice within an ethical framework

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   How and why do you enter into contracts and agreements which conform to legal requirements, **ethical standards** and **recognised good practice**? (evaluation) (f) [1,2]
2   How do you ensure that you disclose information obtained from clients only to those who have a statutory right to receive it? (application) (c) [1,2,3]
3   How do you communicate with stakeholders in order to maintain professional independence? (application) (d) [1,2,3,]
4   How and why do you make judgements and offer advice which balance the needs of the client, the resources available and the needs of people in the community who are directly and indirectly affected? (synthesis) (a) [1,2,3]
5   How and why do you define and agree the terms of reference and the expectations of the people involved in contracts? (evaluation) (e) [1,2,3]
6   How and why do you refuse offers and contracts which may generate **conflicts of interest**? (evaluation) (g) [3]
7   How and why do you take personal responsibility for personal decisions? (evaluation) (b) [1,2,3]

8   How do you set up **systems** to protect individual, organisational and community interests? (application) (h) [3]
9   How and why do you implement **systems** to protect individual, organisational and community interests? (synthesis) (h) [3]

UNIT CSML5/O03 (FM1K 04)   Provide Ethical Advice, Judgement and Service

Element O03.3   Practice within an ethical framework

No	Description of Evidence	Performance Criteria								Range												
		a	b	c	d	e	f	g	h	1a	1b	1c	1d	1e	1f	2a	2b	2c	3a	3b	3c	3d

UNIT CSML5/O03 (FM1K 04)   Provide Ethical Advice, Judgement and Service

Element O03.3   Practice within an ethical framework

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O04 (FM1L 04)   Develop Self and Others

This Unit has the following Elements:

CSML5/O04.1   Manage your own resources and undertake continuing personal development in the occupational practice area
CSML5/O04.2   Enable people to learn and benefit from your experience

Unit Summary

This is a Mandatory Unit for all three routes. It is about promoting personal development and providing opportunities for others to learn from your experiences. This sometimes is viewed as a threat but you must consider this as an important activity that benefits the organisation. It starts by self-evaluation, and that honest appraisal about your performance in dealing with complex situations, capturing the successes and learning from the failures. This valuable experience needs to be shared with your colleagues by personal example, and by building good open working relations. It is about recognising good practice and nurturing it so that it becomes the professional and ethical behaviour throughout your organisation.

You will need to be able to create and encourage open working relationships. Your example is vital. There will always be constraints and tensions, but you need to recognise and resolve conflicts or differences of opinion, whilst retaining personal dignity. Your critical analytical skills will drive you to look at principles and concepts, translating these in real learning and achievable outcomes.

You need to evaluate, provide and present information and advice on development issues. You will need to give instructions and guidance and present policy recommendations which are clear, accurate and valid, and which represent the best advice possible, given the information and resources available. This is where you transfer your personal ability to others so the team achieves the benefit. You will need to identify where complex, indeterminate situations exist, estimate their effects and summarise the issues for the organisation. You will need to assess the information available, carry out gap analysis and draw conclusions which can be utilised for establishing policy.

Developing yourself and others within the legal and ethical framework will benefit society. That will make your job as a manager more valuable and challenging but also very rewarding as you complete this Unit.

UNIT CSML5/O04 (FM1L 04)   Develop Self and Others

Element O04.1   **Manage your own practices and undertake continuing personal development in the occupational practice area**

Performance Criteria

This involves:

(a) developing and maintaining personal networks of contacts, which are appropriate to meet your current and future needs for information and resources
(b) checking, on a regular basis, how you are using your time at work and identifying possible improvements
(c) ensuring that your performance consistently meets or goes beyond agreed requirements
(d) getting regular and useful feedback on your performance from those who are in a good position to judge it and provide you with objective and valid feedback
(e) discussing and agreeing, with those you report to, any changes to your personal work objectives and **development plan** in the light of performance, feedback received, any **development activities** undertaken and any wider changes
(f) defining the personal **aims and objectives** for undertaking **personal development**
(g) identifying and contacting **sources of support and guidance** for undertaking **personal development**
(h) identifying and selecting relevant **standards of competence** against which **personal development** can be measured
(i) analysing the current personal level of performance against the identified **standards of competence** and recording a profile of present competence and **personal development** needs
(j) preparing **a development plan** for achieving identified development needs

(k) undertaking **development activities** aimed at achieving identified development needs, reviewing and recording progress and the effectiveness of the activities
(l) measuring the achievement of identified development needs and recording evidence of competence gained against the identified **standards of competence**
(m) reviewing the cycle of **personal development aims and objectives** and revising and updating **aims and objectives** to suit changing circumstances

UNIT CSML5/O04 (FM1L 04)   Develop Self and Others

Element O04.1   **Manage your own practices and undertake continuing personal development in the occupational practice area**

Range

1   Aims and objectives
  (a)   preparation for career development
  (b)   intellectual challenge
  (c)   need for updating
  (d)   need to provide evidence of vocational competence
  (e)   compliance with employer and professional requirements
  (f)   promotion or job change
  (g)   awareness of development needs
  (h)   developing personal networks

2   Personal development
  (a)   maintenance of competence
  (b)   emotional intelligence
  (c)   development of new competence
  (d)   commitment to vocational excellence

3   Sources of support and guidance
  (a)   national/industry bodies
  (b)   Professional Institutions
  (c)   education and training providers
  (d)   in house
  (e)   National Occupational Standards
  (f)   current publications (printed and online)
  (g)   benchmarks
  (h)   mentoring

4   Standards of competence
  (a)   job descriptions
  (b)   professional institution requirements
  (c)   industry national occupational standards

5   Development plan includes
  (a)   priorities
  (b)   performance appraisals
  (c)   target dates
  (d)   development activities

6   Development activities
  (a)   formal courses
  (b)   research
  (c)   work experience
  (d)   personal study
  (e)   work shadowing/secondment

UNIT CSML5/O04 (FM1L 04)   Develop Self and Others

Element O04.1   **Manage your own practices and undertake continuing personal development in the occupational practice area**

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Records of personal networks and contacts, feedback on performance including identified possible improvements on how you use your time (a,b,c,d)
The candidate must produce documentary evidence from the workplace covering the following item(s) that are considered to be common and key/critical to demonstrating competence
2   Record(s) of personal development aims and objectives which include sources of support and guidance and selected standards of competence and reviews and updating (f,g,h,m) [1,2,3,4]
3   Profile(s) of present competence identified against standards of competence (i) [4]
4   Record(s) of developed progress achievement and evidence of competence identified against standards of competence (e,f,g,k,m) [4,6]

5   Personal development plan(s) which include identified development needs (d,e,i,j) [5]

Simulations are not considered to be acceptable for producing this evidence

Process Evidence

None applicable

UNIT CSML5/O04 (FM1L 04)   Develop Self and Others

Element O04.1   **Manage your own practices and undertake continuing personal development in the occupational practice area**

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   How do you develop and maintain personal networks of contacts, which are appropriate to meet your current and future needs for information and resources? (application) (a)
2   What do you identify as improvements on how you use your time at work? (understand) (b)
3   How do you ensure that your performance consistently meets or goes beyond agreed requirements? (application) (c)
4   How do you get regular and useful feedback on your performance from those who are in a good position to judge it and provide you with objective and valid feedback? (application) (d)
5   How do you discuss with those you report to, any changes to your personal work objectives and **development plan** in the light of performance, feedback received, any **development activities** undertaken and any wider changes? (application) (e) [5,6]

6   How and why do you agree with those you report to, any changes to your personal work objectives and **development plan** in the light of performance, feedback received, any **development activities** undertaken and any wider changes? (evaluation) (e)[5,6]
7   How and why do you define the personal **aims and objectives** for undertaking **personal development**? (evaluation) (f) [1,2]
8   What do you identify as **sources of support and guidance** for undertaking **personal development**? (understanding) (g) [2,3]
9   How do you contact **sources of support and guidance** for undertaking **personal development**? (application) (g) [2,3]
10   What do you identify as relevant **standards of competence** against which **personal development** can be measured? (understanding) (h) [2,4]
11   How do you record a profile of present competence and **personal development** needs? (application) (i) [2]
12   How do you measure the achievement of identified development needs and record evidence of competence gained against the identified **standards of competence**? (application) (l) [4]
13   How and why do you analyse the current personal level of performance against the identified **standards of competence**? (analysis) (i) [4]
14   How and why do you select relevant **standards of competence** against which **personal development** can be measured? (evaluation) (h) [2,4]
15   How do you revise and update **personal development aims and objectives** to suit changing circumstances? (application) (m) [1,2]
16   How and why do you prepare **a development plan**? (synthesis) (j) [5]

Evidence Requirements — Knowledge & Understanding (cont)

17 How do you record progress and the effectiveness of the **development activities**? (application) (k) [6]
18 How and why do you review the cycle of **personal development aims and objectives**? (analysis) (m) [1,2]
19 How and why do you review progress and the effectiveness of the **development activities**? (analysis) (k) [6]
20 How and why do you undertake **development activities**? (evaluation) (k) [6]
21 How and why do you undertake **development activities?** (evaluation) (k) [6]

UNIT CSML5/O04 (FM1L 04)   Develop Self and Others

Element O04.1   **Manage your own practices and undertake continuing personal development in the occupational practice area**

No	Description of Evidence	Performance Criteria												
		a	b	c	d	e	f	g	h	i	j	k	l	m

UNIT CSML5/O04 (FM1L 04)   Develop Self and Others

Element O04.1   **Manage your own practices and undertake continuing personal development in the occupational practice area**

No	Description of Evidence	Range (cont)																		
		1a	1b	1c	1d	1e	1f	1g	1h	2a	2b	2c	2d	3a	3b	3c	3d	3e	3f	3g	3h

UNIT CSML5/O04 (FM1L 04)   Develop Self and Others

Element O04.1   Manage your own practices and undertake continuing personal development in the occupational practice area

No	Description of Evidence	Range (cont)											
		4a	4b	4c	5a	5b	5c	5d	6a	6b	6c	6d	6e

UNIT CSML5/O04 (FM1L 04)   Develop Self and Others

Element O04.1   Manage your own practices and undertake continuing personal development in the occupational practice area

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O04 (FM1L 04) Develop Self and Others

Element O04.2 Enable people to learn and benefit from your experience

Performance Criteria

This involves:

(a) identifying and offering adequate and appropriate
opportunities and resources for **people** to learn
(b) selecting and summarising relevant and up to date
information about **knowledge and practice** in a format which
is suitable for distribution and for developing learning
materials
(c) advising and coaching **people** so that they can identify their
current level of competence, their learning needs and targets
(d) selecting and using appropriate **learning techniques and
methods** which are suitable for the topic and the needs of
the individual
(e) presenting information to **people** using a pace, style and form
which is appropriate to their needs
(f) encouraging **people** to ask questions, seek clarification and
advice when they need help and during learning activities
(g) reviewing **peoples'** progress towards agreed objectives and
giving realistic and positive feedback on achievements
(h) identifying, through discussion with **people**, areas where they
need help to achieve their agreed competence levels and
using the information to produce an agreed personal
development plan

Range

1 Opportunities and resources
  (a) paid time
  (b) personal time
  (c) office
  (d) site, group and mutual collaboration
  (e) on the job
  (f) off the job

2 People
  (a) colleagues
  (b) junior colleagues
  (c) trainees entering the industry
  (d) potential entrants to the industry

3 Knowledge and practice
  (a) lessons from own experience
  (b) lessons from others experience
  (c) published sources

4 Learning techniques and methods
  (a) attending training and educational programmes
  (b) coaching
  (c) mentoring
  (d) instructing
  (e) agreeing work based learning opportunities
  (f) performance appraisal
  (g) work shadowing/secondments

UNIT CSML5/O04 (FM1L 04)   Develop Self and Others

Element O04.2   Enable people to learn and benefit from your experience

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Information summarised for developing learning materials (b) [3]
2   Personal development plan(s) which include identified competence level needs, opportunity and resources for people to learn, reviewed progress and feedback (a,g,h) [1,2]
3   Record(s) of advice and coaching given (c) [2]
4   Record(s) of presented information which includes selected learning techniques and methods, questions, clarification and advice (d,e,f) [2,3,4]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

1   Presentation(s) made (e,f) [2]

UNIT CSML5/O04 (FM1L 04)　　Develop Self and Others

Element O04.2　　Enable people to learn and benefit from your experience

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   What do you identify as adequate and appropriate **opportunities and resources** for **people** to learn? (understanding) (a) [1,2]
2   What do you identify as areas in which **people** need help to achieve agreed competence levels? (understanding) (h) [2]
3   How do you offer adequate and appropriate **opportunities and resources** for **people** to learn? (application) (a) [1,2]
4   How do you present information to **people**? (application) (e) [2]
5   How do you encourage **people** to ask questions, to ask for clarification and to ask for advice when they need help and during learning activities? (application) (f) [2]
6   How do you use information about **peoples'** needs to produce an agreed personal development plan? (application) (h) [2]
7   How and why do you review **peoples'** progress towards agreed objectives? (analysis) (g) [2]

8   How and why do you advise and coach **people** so that they can identify their current level of competence, their learning needs and targets? (synthesis) (c) [2]
9   How and why do you give realistic and positive feedback on achievements? (synthesis) (g) [2]
10 How and why do you select relevant and up to date information about **knowledge and practice**? (evaluation) (b) 3]
11 How do you summarise relevant and up to date information about **knowledge and practice**? (application) (b) [3]
12 How do you use appropriate **learning techniques and methods**? (application) (d) [4]
13 How and why do you select appropriate learning **techniques and methods**? (evaluation) (d) [4]

UNIT CSML5/O04 (FM1L 04)   Develop Self and Others

Element O04.2   Enable people to learn and benefit from your experience

No	Description of Evidence	Performance Criteria								Range																				
		a	b	c	d	e	f	g	h	1a	1b	1c	1d	1e	1f	2a	2b	2c	2d	3a	3b	3c	4a	4b	4c	4d	4e	4f	4g

UNIT CSML5/O04 (FM1L 04)   Develop Self and Others

Element O04.2   Enable people to learn and benefit from your experience

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O05 (FM1M 04)   Prepare and Agree a Brief and Development Programme

This Unit has the following Elements:

CSML5/O05.1   Prepare proposal for a project brief
CSML5/O05.2   Develop a programme which meets the requirements of the project brief
CSML5/O05.3   Identify, assess and agree project requirements and stakeholder preferences

Unit Summary

This is an Optional Unit for all three routes and is particularly applicable to Project Managers especially for the design function. It is about managing projects and the team that delivers design solutions to meet the project brief.

It is about ascertaining stakeholders' requirements, exploring the constraints and risks and agreeing deliverables to meet the various demands and needs. In order to provide the necessary evidence for this Unit, you must have a deep knowledge of the stakeholder's areas of operation and future aspirations. That is why starting at Element 1 — Prepare proposal for a project brief — will reduce that hated abortive work syndrome. As you translate the concepts into deliverables you will identify potential challenges to be overcome. These threats and opportunities need to be captured for further review, refinement or rejection.

Now you must look at the deliverables, with both internal and external stakeholders. You will need to manage and facilitate the design development. Element 2 - Develop a programme that meets the requirements of the project brief — will provide the framework and intervention strategies to control and achieve the project aims. This framework or development plan has to be robust or the deliverables will not be fit for purpose. Thinking in principles, exploring issues and resolving or highlighting conflicts will help you control and manage these tensions.

Having done the strategic thinking and organisational development we now need to return to the client. This is not a routine activity but with Element 3 — Identify, assess and agree project requirements and stakeholder preferences — you will need to confirm which aspects of the project are subject to legal and statutory controls as well as current procedures and likely timescales. You will also need to plan and agree alternatives with the client in anticipation of approval being refused. Finally the project brief becomes clarified, people have a consensus and know their individual roles and responsibilities. The next step is implementation, but that is another Unit.

UNIT CSML5/O05 (FM1M 04)   Prepare and Agree a Brief and Development Programme

Element O05.1   Prepare proposal for a project brief

Performance Criteria

This involves:

(a) identifying and agreeing the **stakeholders'** requirements, opinions and aspirations and preparing a **framework** for a proposed project
(b) selecting data which is relevant and valid, analysing it and qualifying its status
(c) estimating and confirming the cost and timescale of the project
(d) **reviewing** the cost implications of adopting alternative design, construction, services, financing and use strategies and agreeing them with **stakeholders**
(e) preparing a draft brief clearly, accurately, unambiguously and within the time agreed, and **presenting** the brief to **stakeholders**
(f) explaining and discussing any significant constraints, **framework** opportunities and areas of uncertainty
(g) modifying the draft to reflect the discussion and relevant points which have been raised
(h) negotiating a clear and mutually acceptable agreement on the brief which is in sufficient detail to allow work to start on the next stage of the project

Range

1   Stakeholders
    (a)   clients
    (b)   representative of users
    (c)   statutory bodies
    (d)   consultants
    (e)   partners
    (f)   community

2   Framework — will include
    (a)   the client requirements
    (b)   user requirements
    (c)   community requirements
    (d)   procurement requirements
    (e)   resource requirements
    (f)   construction requirements
    (g)   regulatory requirements
    (h)   cost requirements
    (i)   business opportunities and objectives
    (j)   risk factors
    (k)   health, safety and welfare requirements
    (l)   environmental requirements, benefits and sustainability
    (m)   current and future needs
    (n)   compliance with local, regional national development strategies

UNIT CSML5/O05 (FM1M 04)   Prepare and Agree a Brief and Development Programme

Element O05.1   Prepare proposal for a project brief

Range (cont)

3   Reviewing
- (a)   cost benefit analysis
- (b)   whole life costing
- (c)   value management
- (d)   feasibility studies
- (e)   elemental cost planning

4   Presenting
- (a)   orally
- (b)   in writing
- (c)   graphically
- (d)   electronically

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Framework(s) for draft brief(s) (a,e) [1,2]
2   Draft brief(s) which include the modifications and cost estimates (all) [all]
3   Records of reviewed and agreed cost implications of adopting alternative design, construction, services, financing and use strategies (d) [1,3]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

1   Presentation(s) of the draft brief(s) (e) [1,4]

UNIT CSML5/O05 (FM1M 04)   Prepare and Agree a Brief and Development Programme

Element O05.1   Prepare proposal for a project brief

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   What do you identify as **stakeholders'** requirements opinions and aspirations? (understanding) (a) [1,2]
2   How do you agree the **stakeholders'** requirements opinions and aspirations? (evaluation) (a) [1,2]
3   How and why do you explain and discuss any significant constraints, **framework** opportunities and areas of uncertainty? (analysis) (f) [2]
4   How do you modify the draft to reflect the discussion and relevant points which have been raised? (application) (g) [2]
5   How do you prepare a **framework** for a proposed project? (synthesis) (a) [2]
6   How do you estimate and confirm the cost and timescale of the project? (analysis) (c) [2]
7   How do you negotiate a clear and mutually acceptable agreement on the brief which is in sufficient detail to allow work to start on the next stage of the project? (synthesis) (h) [1,2]
8   How and why do you prepare a draft brief clearly, accurately, unambiguously and within the time agreed? (synthesis) (e) [2]

9   How and why do you analyse data and qualify its status? (analysis) (b)
10   How do you select data which is relevant and valid? (evaluation) (b)
11   How do you **present** the brief to **stakeholders**? (application) (e) [1,4]
12   How and why do you **review** the cost implications of adopting alternative design, construction, services, financing and use strategies and agree them with **stakeholders**? (analysis) (d) [1,3]

UNIT CSML5/O05 (FM1M 04)   Prepare and Agree a Brief and Development Programme

Element O05.1   Prepare proposal for a project brief

No	Description of Evidence	Performance Criteria								Range												
		a	b	c	d	e	f	g	h	1a	1b	1c	1d	1e	1f	2a	2b	2c	2d	2e	2f	2g

UNIT CSML5/O05 (FM1M 04)   Prepare and Agree a Brief and Development Programme

Element O05.1   Prepare proposal for a project brief

No	Description of Evidence	Range (cont)															
		2h	2i	2j	2k	2l	2m	2n	3a	3b	3c	3d	3e	4a	4b	4c	4d

UNIT CSML5/O05 (FM1M 04)   Prepare and Agree a Brief and Development Programme

Element O05.1   Prepare proposal for a project brief

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O05 (FM1M 04)   Prepare and Agree a Brief and Development Programme

Element O05.2   **Develop a programme which meets the requirements of the project brief**

Performance Criteria

This involves:

(a) reviewing the requirements of the brief and checking and clarifying initial assumptions about the project **development programme** with **stakeholders**
(b) developing a realistic outline **development programme** which takes account of identified constraints
(c) discussing the outline **development programme** with **stakeholders** and agreeing any necessary modifications to the brief, outline **development programme**, or constraints
(d) preparing, presenting and agreeing a **development programme** which meets the requirements of the brief and the expectations of **stakeholders**

Range

1   Stakeholders
   (a)   clients
   (b)   representatives of users
   (c)   statutory bodies
   (d)   consultants
   (e)   partners
   (f)   community

2   Development programme
   (a)   timetable
   (b)   phasing
   (c)   integration of data
   (d)   interaction between design consultants
   (e)   critical path
   (f)   key project stages
   (g)   interaction with design approval
   (h)   interaction with construction programme

UNIT CSML5/O05 (FM1M 04)   Prepare and Agree a Brief and Development Programme

Element O05.2   Develop a programme which meets the requirements of the project brief

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Record(s) of review of the brief (a,b) [1,2]
2   Outline development programme(s) including any necessary modifications (b,c) [1,2]
3   Agreed development programme(s) (d) [1,2]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

1   Presentation(s) of development programmes (d) [1,2]

UNIT CSML5/O05 (FM1M 04)   Prepare and Agree a Brief and Development Programme

Element O05.2   Develop a programme which meets the requirements of the project brief

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   How and why do you review the requirements of the brief? (analysis) (a) [2]
2   How do you check and clarify the initial assumptions about the project **development programme** with **stakeholders**? (application) (a) [1,2]
3   How do you discuss the outline **development programme** with **stakeholders**? (application) (c) [1,2]
4   How and why do you develop a realistic outline **development programme**? (synthesis) (b)[1,2]
5   How and why do you agree any necessary modifications to the brief, outline **development programme**, or constraints? (evaluation) (c) [2]
6   How and why do you prepare a **development programme** which meets the requirements of the brief and the expectations of **stakeholders**? (synthesis) (d) [1,2]
7   How and why do you agree a **development programme** which meets the requirements of the brief and the expectations of **stakeholders**? (evaluation) (d) [1,2]

8   How do you present a **development programme** which meets the requirements of the brief and the expectations of **stakeholders**? (application) (d) [1,2]

UNIT CSML5/O05 (FM1M 04)   Prepare and Agree a Brief and Development Programme

Element O05.2   Develop a programme which meets the requirements of the project brief

No	Description of Evidence	Performance Criteria				Range												
		a	b	c	d	1a	1b	1c	1d	1e	1f	2a	2b	2c	2d	2e	2f	2g	2h

UNIT CSML5/O05 (FM1M 04)   Prepare and Agree a Brief and Development Programme

Element O05.2   Develop a programme which meets the requirements of the project brief

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O05 (FM1M 04) Prepare and Agree a Brief and Development Programme

Element O05.3 **Identify, assess and agree project requirements and stakeholder preferences**

Performance Criteria

This involves:

(a) clarifying the **project stakeholders'** understanding of project processes and the roles of those who need to be involved
(b) identifying and agreeing with **project stakeholders** what their **goals and priorities** are both now and for the future
(c) clarifying the **project stakeholders'** circumstances and requirements, the options available and the constraints and risks which might apply to the project
(d) summarising and **presenting** the project requirements and **stakeholders'** preferences

Range

1 Project stakeholders
   (a) clients
   (b) representatives of users
   (c) statutory bodies
   (d) consultants
   (e) partners
   (f) community

2 Goals and priorities
   (a) quantity
   (b) design quality
   (c) time
   (d) use/adaptability
   (e) whole life costs
   (f) health, safety and welfare
   (g) environmental benefits and sustainability

3 Presenting
   (a) orally
   (b) in writing
   (c) graphically
   (d) electronically

UNIT CSML5/O05 (FM1M 04)   Prepare and Agree a Brief and Development Programme

Element O05.3   Identify, assess and agree project requirements and stakeholder preferences

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Summary(ies) of stakeholders' goals, priorities and requirements (a,b,c) [all]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

1   Presentation(s) of the summary of requirements and stakeholders' preferences (d) [1,3]

UNIT CSML5/O05 (FM1M 04)   Prepare and Agree a Brief and Development Programme

Element O05.3   Identify, assess and agree project requirements and stakeholder preferences

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   How do you clarify the **project stakeholders'** understanding of project processes and the roles of those who need to be involved? (application) (a) [1]
2   What do you identify as the **project stakeholders' goals and priorities** both now and in the future? (understanding) (b) [1,2]
3   How and why do you agree with the **project stakeholders** what their **goals and priorities** are both now and in the future? (evaluation) (b) [1,2]
4   How do you summarise the project requirements and **stakeholders'** preferences? (application) (d) [1]
5   How and why do you clarify the **project stakeholders'** circumstances and requirements, the options available and the constraints and risks which might apply to the project? (application) (c) [1]
6   How do you **present** the project requirements and **stakeholders'** preferences? (application) (d) [1,3]

UNIT CSML5/O05 (FM1M 04)   Prepare and Agree a Brief and Development Programme

Element O05.3   Identify, assess and agree project requirements and stakeholder preferences

No	Description of Evidence	Performance Criteria				Range																
		a	b	c	d	1a	1b	1c	1d	1e	1f	2a	2b	2c	2d	2e	2f	2g	3a	3b	3c	3d

UNIT CSML5/O05 (FM1M 04)   Prepare and Agree a Brief and Development Programme

Element O05.3   Identify, assess and agree project requirements and stakeholder preferences

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____ **Date:** _____

Assessor: _____ **Date:** _____

Internal Verifier: _____ **Date:** _____

UNIT CSML5/O06 (FM1N 04)   Manage Design Development and Processes

This Unit has the following Elements:

CSML5/O06.1   Identify and assess hazards, and identify risks
CSML5/O06.2   Make design choices to reduce health and safety risks
CSML5/O06.3   Manage the design process

Unit Summary

This is an Optional Unit for all three routes. It is particularly applicable to Production and Contracts Managers and Project Managers and especially those involved in the design function. It is about managing projects and the team that deliver design solutions to meet the project brief.

This Unit is based on a refined client brief and secured stakeholders' requirements. It follows that you will explore and critically analyse the constraints, risks, challenges and issues. You will manage and make design decisions and agree solutions to meet the perceived needs.

In order to provide the necessary evidence for this Unit, you must have a deep knowledge of design processes and appreciate analysing concepts, exploring issues and aligning yourself with Element 1 — Identify and assess hazards, and identify risks. You should share the outcome with the design team and the stakeholders. Acceptable design choices will reflect the stakeholder's area of operation and future aspirations so that the design will be fit for purpose.

How you make those design decisions is an important part of this Unit. The empowering of the design team is dealt with in Element 2 — Make design choices to reduce health and safety risks. Your skills in populating ideas, turning concepts into reality and steering and motivating the team to achieve the dream is the challenge in this element. Sharing your decision is a complicated activity that requires understanding human behaviour and motivating a disparate team of individuals as well as welding human endeavour into a corporate goal. You will need to co-ordinate the design development and recommend, justify and agree the proposal project design solution to comply with legal and statutory controls as well as the relevant authorities' requirements, current procedures and likely timescales.

Securing and motivating the team allows you to focus on health, welfare, safety and environment issues. You now have to manage the design function and met deadlines and other parameters, that are evident in Element 3 — Manage the design process. Managing and maintaining coherence of the design process requires several high level skills, but open management and declared control points have to be managed to achieve a design solution. This intervention strategy has to be communicated but dealt with sensitively to achieve the corporate goals. Challenging significant factors and testing design solutions against health and safety will allow you an insight into the functionality and buildability of the preferred design solution. Those ideas and alternative are part of the business expertise that needs to be captured and used on other design projects.

UNIT CSML5/O06 (FM1N 04)   Manage Design Development and Processes

Element O06.1   Identify and assess hazards, and identify risks

Performance Criteria

This involves:

(a) checking that **clients** are made aware of the **relevant health and safety regulations and legal framework** their obligations in relation to them and advantages in complying with them
(b) collaborating with **interested parties** to ensure the compliance of designs with **relevant health and safety regulations and legal framework**
(c) identifying **operations and individual activities** that may give rise to **hazards**
(d) identifying and prioritising the **hazards** arising from **operations and individual activities**
(e) obtaining accurate information on any **potential factors** resulting from the **hazards**
(f) **assessing** the **hazards** to identify **risks** on an iterative basis throughout the development process

Range

1   Clients
(a) customers
(b) owners
(c) users
(d) occupiers

2   Relevant health and safety regulations and legal framework
(a) CDM regulations and Approved Codes of Practice
(b) Current health, safety and welfare regulations
(c) Construction and Building Regulations
(d) International law, standards and practice
(e) civil law and criminal law
(f) code and standards
(g) duty of care
(h) competence and resources
(i) legal enforcement
(j) insurance (liability and indemnity)
(k) contract and procurement

3   Interested parties
(a) Planning Supervisor/Co-ordinator
(b) other designers
(c) specialist advisors
(d) clients
(e) construction managers
(f) contractors and specialist contractors

UNIT CSML5/O06 (FM1N 04)   Manage Design Development and Processes

Element O06.1   Identify and assess hazards, and identify risks

Range (cont)

4   Operations and individual activities
- (a)   site establishment
- (b)   constructing (infrastructure, structure, building fabric, prefabrication, finishes, services and equipment, landscape, temporary works)
- (c)   temporary works
- (d)   using and operating
- (e)   cleaning
- (f)   maintaining
- (g)   altering
- (h)   demolition
- (i)   commissioning and decommissioning
- (j)   refurbishing
- (k)   existing services and obstructions

5   Hazards
- (a)   falls from height
- (b)   slips, trips and falls (same height)
- (c)   hit by falling or moving objects
- (d)   manual and handling
- (e)   health issues
- (f)   power sources
- (g)   hazardous substances
- (h)   trapped by something collapsing or overturning
- (i)   confined spaces
- (j)   fire
- (k)   obstructions

- (l)   moving vehicles
- (m)   water
- (n)   lack of security/breaches
- (o)   sector or context specific

6   Potential factors
- (a)   injuring people
- (b)   causing ill health
- (c)   damaging property
- (d)   adversely affecting the natural and built environment
- (e)   contravening legislative requirements
- (f)   litigation and prosecution
- (g)   causing adverse publicity/perception
- (h)   working conditions and circumstances, buildabiliity
- (i)   alienating workforce/team members
- (j)   economic and business factors (positive or negative)

7   Assessing
- (a)   likelihood of occurrence
- (b)   severity of harm incurred

8   Risks
- (a)   high
- (b)   medium
- (c)   low

UNIT CSML5/O06 (FM1N 04) Manage Design Development and Processes

Element O06.1 Identify and assess hazards, and identify risks

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1 Records of client checks (a) [1,2]
2 Iterative hazard assessments, that include collaboration with interested parties and identified hazards and risks (b,c,d,e,f) [2,3,4,5,6,7,8]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1 How do you check that **clients** are made aware of the **relevant health and safety regulations and legal framework**, their obligations in relation to them and the advantages in complying with them? (application) (a) [1,2]
2 How do you collaborate with **interested parties** to ensure the compliance of designs with **relevant health and safety regulations and legal framework**? (application) (b) [2,3]
3 What do you identify as **operations and individual activities** that may give rise to **hazards**? (understanding) (c) [4,5]
4 What do identify as **hazards** arising from **operations and individual activities**? (understanding) (d) [4,5]
5 How and why do you prioritise the **hazards** arising from **operations and individual activities**? (analysis) (d) [4,5]
6 How and why do you obtain accurate information on any **potential factors** resulting from the **hazards**? (application) (e) [5,6]
7 How and why do you **assess** the **hazards** to identify **risks** on an iterative basis? (analysis) (f) [6,7,8]

UNIT CSML5/O06 (FM1N 04)   Manage Design Development and Processes

Element O06.1   Identify and assess hazards, and identify risks

No	Description of Evidence	Performance Criteria						Range																						
		a	b	c	d	e	f	1a	1b	1c	1d	2a	2b	2c	2d	2e	2f	2g	2h	2i	2j	2k	3a	3b	3c	3d	3e	3f

UNIT CSML5/O06 (FM1N 04)   Manage Design Development and Processes

Element O06.1   Identify and assess hazards, and identify risks

No	Description of Evidence	Performance Criteria						Range																					
		a	b	c	d	e	f	1a	1b	1c	1d	2a	2b	2c	2d	2e	2f	2g	2h	2i	2j	2k	3a	3b	3c	3d	3e	3f

UNIT CSML5/O06 (FM1N 04)   Manage Design Development and Processes

Element O06.1   Identify and assess hazards, and identify risks

No	Description of Evidence	Range (cont)																									
		4a	4b	4c	4d	4e	4f	4g	4h	4i	4j	4k	5a	5b	5c	5d	5e	5f	5g	5h	5i	5j	5k	5l	5m	5n	5o

UNIT CSML5/O06 (FM1N 04)   Manage Design Development and Processes

Element O06.1   Identify and assess hazards, and identify risks

No	Description of Evidence	Range (cont)															
		6a	6b	6c	6d	6e	6f	6g	6h	6i	6j	6k	7a	7b	8a	8b	8c

UNIT CSML5/O06 (FM1N 04)   Manage Design Development and Processes

Element O06.1   Identify and assess hazards, and identify risks

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: **Date:**

Assessor: **Date:**

Internal Verifier: **Date:**

UNIT CSML5/O06 (FM1N 04)   Manage Design Development and Processes

Element O06.2   Make design choices to reduce health and safety risks

Performance Criteria

This involves:

(a) eliminating identified **hazards** whilst **developing and modifying designs** and taking into account conflicting demands
(b) reducing identified **risks** arising from **hazards** that are not eliminated when **developing and modifying designs**
(c) giving collective **measures** priority over individual **measures** when reducing **risks**
(d) verifying that the **risk** reduction **measures** comply with **relevant health and safety regulations and guidelines**
(e) recording in **design documentation** any information needed by **other involved people,** so that they can comply with their duties under **relevant health and safety regulations**
(f) using opportunities to promote the implementation of the **risk** reduction **measures** with **other involved people**
(g) encouraging a culture of health, safety and welfare in design processes and decision making

Range

1   Hazards
(a) falls from height
(b) slips, trips and falls (same height)
(c) hit by falling or moving objects
(d) manual handling
(e) health issues
(f) power sources
(g) hazardous substances
(h) trapped by something collapsing or overturning
(i) confined spaces
(j) fire
(k) obstructions
(l) moving vehicles

2   Developing and modifying
(a) identifying project requirements
(b) planning
(c) investigation
(d) verifying competence and resources
(e) analysis
(f) identifying interactions
(g) calculation
(h) testing
(i) selecting materials, components and systems
(j) assessing costs (including life cycle)
(k) detailing and specifying
(l) consideration of costs and benefits (including lifestyle costing)
(m) assessing buildability

UNIT CSML5/O06 (FM1N 04)   Manage Design Development and Processes

Element O06.2   Make design choices to reduce health and safety risks

Range (cont)

3   Designs
- (a)   infrastructure
- (b)   structure
- (c)   building fabric
- (d)   prefabrication
- (e)   finishes
- (f)   services and equipment
- (g)   landscape
- (h)   temporary works

4   Risks
- (a)   high
- (b)   medium
- (c)   low

5   Measures
- (a)   control at sources
- (b)   cumulative protection
- (c)   manage residual risks

6   Relevant health and safety regulations and guidelines
- (a)   CDM regulations and Approved Code of Practice
- (b)   current health, safety and welfare regulations
- (c)   Construction and Building Regulations
- (d)   international law, standards and practice
- (e)   codes of practice
- (f)   industry guides

7   Design documentation
- (a)   drawings
- (b)   specifications
- (c)   models
- (d)   calculations
- (e)   health and safety plans and files

8   Other involved people
- (a)   contractors
- (b)   cleaners
- (c)   maintainers
- (d)   owners
- (e)   users

UNIT CSML5/O06 (FM1N 04)   Manage Design Development and Processes

Element O06.2   Make design choices to reduce health and safety risks

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence:

1   Records of eliminated hazards (a) [1,2]
2   Records of risk reduction measures (b,c,d) [1,2,4,5,6]
3   Design information needed by others (e) [6,7,8]
4   Records of the implementation of risk reduction measures and their promotion (f) [4,5]

Simulations are not considered to be acceptable for producing this evidence.

5   Records of encouraging a culture of health, safety and welfare (g)

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   How do you eliminate identified **hazards** whilst **developing and modifying designs** and taking into account conflicting demands? (application) (a) [1,2,3]
2   How and why do you reduce identified **risks** arising from **hazards** that are not eliminated when **developing and modifying designs**? (evaluation) [b] [1,2,3,4]
3   How and why do you prioritise collective **measures** over individual **measures** when reducing **risks**? (analysis) (c) [4,5]
4   How do you verify that the **risk** reduction **measures** comply with all **relevant health and safety regulations and guidelines**? (analysis) (d) [4,5,6]
5   How do you record in **design documentation** any information needed by **other involved people**? (application) (e) [6,7,8]
6   How and why do you promote the implementation of the **risk** reduction **measures** with **other involved people**? (synthesis) (f) [4,5]
7   How and why do you encourage a culture of health, safety and welfare in design processes and decision making? (synthesis) (g)

UNIT CSML5/O06 (FM1N 04)   Manage Design Development and Processes

Element O06.2   Make design choices to reduce health and safety risks

No	Description of Evidence	Performance Criteria							Range																					
		a	b	c	d	e	f	g	1a	1b	1c	1d	1e	1f	1g	1h	1i	1j	1k	1l	2a	2b	2c	2d	2e	2f	2g	2g	2h	2i

UNIT CSML5/O06 (FM1N 04)   Manage Design Development and Processes

Element O06.2   Make design choices to reduce health and safety risks

No	Description of Evidence	Range (cont)																		
		2j	2k	2l	2m	3a	3b	3c	3d	3e	3f	3g	4a	4b	4c	5a	5b	5c	6a	6b	6c

UNIT CSML5/O06 (FM1N 04)   Manage Design Development and Processes

Element O06.2   Make design choices to reduce health and safety risks

No	Description of Evidence	Range (cont)													
		6d	6e	6f	7a	7b	7c	7d	7e	8a	8b	8c	8d	8e	8f

UNIT CSML5/O06 (FM1N 04)   Manage Design Development and Processes

Element O06.2   Make design choices to reduce health and safety risks

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: **Date:**

Assessor: **Date:**

Internal Verifier: **Date:**

UNIT CSML5/O06 (FM1N 04)   Manage Design Development and Processes

Element O06.3   Manage the design process

Performance Criteria

This involves:

(a) reviewing the findings of investigations and identifying **significant factors** which may influence existing and anticipated development and design

(b) analysing the information available with the project team and producing realistic design parameters which recognise the **significant factors**

(c) assessing the design parameters, circulating the assessment to the people responsible for project design, planning and scheduling

(d) identifying the parts of the project design which interact with each other, and agreeing suitable ways to maintain coherence and consistency between all **significant factors** influencing the design

(e) setting up procedures which will maintain coherence and consistency between the design solutions and the overall development concept

(f) confirming **techniques** which are suitable for investigating, calculating, testing, developing and specifying design solutions

Range

1   **Significant factors**
(a) project type, purpose, location;
(b) occupancy and use;
(c) design quality;
(d) adaptability/flexibility;
(e) community;
(f) legal and regulatory constraints;
(g) health, safety and welfare;
(h) physical and technical constraints;
(i) anticipated development timetable;
(j) cost (including whole life);
(k) environmental quality and sustainability;
(l) reduction of emissions and waste;
(m) energy use;
(n) protection of archaeological and historically valuable resources;
(o) security;
(p) procurement;
(q) resources;
(r) construction, installation and buildability;
(s) standardisation;
(t) new materials and technologies;
(u) transport and infrastructure;
(v) skills available;
(w) risk assessment and mitigation

UNIT CSML5/O06 (FM1N 04)   Manage Design Development and Processes

Element O06.3   Manage the design process

Range (cont)

2   Techniques
  (a)   data research
  (b)   comparison with regulations
  (c)   specialist guidance and good practice
  (d)   relevant previous solutions and feedback
  (e)   computer modelling
  (f)   calculation

UNIT CSML5/O06 (FM1N 04)   Manage Design Development and Processes

Element O06.3   Manage the design process

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Record(s) of design parameters based on analysis of information and significant factors including techniques used for specifying design solutions (all) [1,2]

Simulations are not considered to be acceptable for producing this evidence

Process Evidence

None applicable

UNIT CSML5/O06 (FM1N 04)   Manage Design Development and Processes

Element O06.3   Manage the design process

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   How and why do you review the findings of investigations? (analysis) (a) [1]
2   What do you identify as **significant factors** which may influence existing and anticipated development and design? (understanding) (a) [1]
3   How do you produce realistic design parameters which recognise the **significant factors**? (application) (b) [1]
4   How and why do you analyse the information available? (analysis) (b) [2]
5   How and why do you assess the design parameters? (analysis) (c) [1]
6   How do you circulate the assessment to the people responsible for project design, planning and scheduling? (application) (c)[1]
7   What do you identify as the parts of the project design which interact with each other? (understanding) (d)[1]

8   How and why do you agree suitable ways to maintain coherence and consistency between all significant factors influencing the design? (synthesis) (d) [1]
9   How do you set up procedures which will maintain coherence and consistency between the design solutions and the overall development concept? (application) (e)[1]
10 How do you confirm **techniques** which are suitable for investigating, calculating, testing, developing and specifying design solutions? (application) (f)[2]

UNIT CSML5/O06 (FM1N 04)   Manage Design Development and Processes

Element O06.3   Manage the design process

No	Description of Evidence	Performance Criteria						Range											
		a	b	c	d	e	f	1a	1b	1c	1d	1e	1f	1g	1h	1i	1j	1k	1l

UNIT CSML5/O06 (FM1N 04)   Manage Design Development and Processes

Element O06.3   **Manage the design process**

No	Description of Evidence	Range (cont)																
		1m	1n	1o	1p	1q	1r	1s	1t	1u	1v	1w	2a	2b	2c	2d	2e	2f

UNIT CSML5/O06 (FM1N 04)   Manage Design Development and Processes

Element O06.3   Manage the design process

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O07(FM1P 04)   Assess and Evaluate the Environmental Impact of Developments

This Unit has the following Elements:

CSML5/O07.1   Identify and evaluate sustainable resources
CSML5/O07.2   Investigate, evaluate and present sustainable requirements
CSML5/O07.3   Assess the environmental impact of development proposals

Unit Summary

This is an Optional Unit for all three routes and is particularly applicable to Project Managers. It is about managing the impact of the built environment on the natural environment. Of course decisions will have to be made on real life-threatening issues. That judgement call rests with you.

The Unit requires a developing knowledge of the natural environment and the ability to quantify and justify decisions against a changing political climate. The aim is to seek continual enhancement about the sourcing of materials, and to predict and manage the effects caused by limited resources on society. Element 1 — Identify and evaluate sustainable resources directs — the mind and heart to evaluate products against the sustainable agenda. The identification and management of conflicting criteria has to be quantified using models, predictions of behaviour patterns resulting in improved levels of building user satisfaction and the creation of added value to the client organisation.

A detailed knowledge is required of all the influencing factors that will contribute to the preparation of a long-term sustainability strategy linked to the organisation's business plans. Element 2 — Investigate, evaluate and present sustainable requirements will supply sufficient data and additional details of the processes that lead to the approval of the sustainability strategy. This needs customising to the proposed project.

Element 3 — Assess the environmental impact of development proposals is important to determine the clear demarcation of the statutory obligations of the client and the building user and how those obligations are monitored and enforced. Evidence will be required to support the regular management of systems which have been developed to monitor quality, the levels of performance and financial outturn against predetermined targets together with the details of reviews and, if necessary, the incorporation of changing influencing factors. This evidence should contain details of how these matters are communicated to the individual or groups who are responsible for the progress of the strategies. Project review will capture the base decision data, archiving this for decision making on future sustainable projects.

UNIT CSML5/O07 (FM1P 04) Assess and Evaluate the Environmental Impact of Developments

Element O07.1 Identify and evaluate sustainable resources

Performance Criteria

This involves:

(a) investigating, from appropriate **information sources**, the **factors** which impact on the **utilisation** and sustainability of finite and renewable resources
(b) assessing accurately the costs and implications of the management and replacement of renewable resources
(c) identifying and summarising appropriate and valid **information sources** and identifying potential **alternative resources**
(d) comparing the technical performance and **environmental implications** of **alternative resources** with the performance of existing finite resources with a similar function and calculating any variances
(e) investigating assessing and recommending suitable strategies for developing **alternative resources**, which indicate positive technical and environmental advantages

Range

1 Information sources
   (a) desk research of published literature
   (b) commissioned research
   (c) consultation with appropriate authorities
   (d) colleagues

2 Factors
   (a) nature
   (b) location
   (c) continued availability
   (d) energy use/demand
   (e) climate change

3 Utilisation
   (a) historic use
   (b) current use
   (c) anticipated future use

4 Environmental implications
   (a) social
   (b) cultural
   (c) technical
   (d) economic
   (e) visual
   (f) political
   (g) legal

UNIT CSML5/O07 (FM1P 04)   Assess and Evaluate the Environmental Impact of Developments

Element O07.1   Identify and evaluate sustainable resources

Range (cont)

5   Alternative resources
  (a) culturally and environmentally acceptable to use finite and non-renewable resources
  (b) local and global ecological systems
  (c) technological alternative

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Summary(ies) and assessment(s) of information indicating the factors which impact on the utilisation and sustainability of finite and renewable resources (a, b, c) [1,2,3]
2   Records of assessments of and strategies for developing potential alternative resources (c, d, e) [4,5]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

UNIT CSML5/O07 (FM1P 04)   Assess and Evaluate the Environmental Impact of Developments

Element O07.1   Identify and evaluate sustainable resources

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   What do you identify as appropriate and valid **information sources**? (understanding) (c) [1]
2   How do you summarise appropriate and valid **information sources**? (application) (c) [1]
3   How and why do you investigate, from appropriate **information sources**, the **factors** which impact on the **utilisation** and sustainability of finite and renewable resources? (analysis) (a) [1,2,3]
4   How and why do you assess accurately the costs and implications of the management and replacement of renewable resources? (analysis) (b) [2,4,5]
5   What do you identify as potential **alternative resources**? (understanding) (c) [5]
6   How do you calculate any variances between the technical performance and **environmental implications** of **alternative resources** with the performance of existing finite resources with a similar function? (application) (d) [4,5]

7   How and why do you compare the technical performance and **environmental implications** of **alternative resources** with the performance of existing finite resources with a similar function? (synthesis) (d) [4,5]
8   How and why do you investigate and assess suitable strategies for developing **alternative resources**, which indicate positive technical and environmental advantages? (analysis) (e) [5]
9   How and why do you recommend suitable strategies for developing **alternative resources**, which indicate positive technical and environmental advantages? (synthesis) (e) [5]

UNIT CSML5/O07 (FM1P 04)   Assess and Evaluate the Environmental Impact of Developments

Element O07.1   Identify and evaluate sustainable resources

No	Description of Evidence	Performance Criteria					Range																						
		a	b	c	d	e	1a	1b	1c	1d	2a	2b	2c	2d	2e	3a	3b	3c	4a	4b	4c	4d	4e	4f	4g	5a	5b	5c

UNIT CSML5/O07 (FM1P 04)   Assess and Evaluate the Environmental Impact of Developments

Element O07.1   Identify and evaluate sustainable resources

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O07 (FM1P 04)   Assess and Evaluate the Environmental Impact of Developments

Element O07.2   Investigate, evaluate and present sustainable requirements

Performance Criteria

This involves:

(a) identifying **goals and priorities** for potential development, both currently and in the future
(b) **investigating** whether there is a justifiable need to undertake development and considering **alternatives**
(c) **investigating** and identifying the design, function and performance requirements of the potential project
(d) **investigating** economic factors and **resources, environmental and ecological factors**, and **social views** that affect the future **asset value and sustainability** of potential development
(e) evaluating the best balance between the potential **asset value and sustainability** and project design, function, performance and return on investment
(f) presenting development strategies in a suitable format and justifying them to decision makers

Range

1   Goals and priorities
  (a)   quantity
  (b)   quality (including design)
  (c)   cost
  (d)   time development
  (e)   improvement
  (f)   use
  (g)   whole life costs
  (f)   environmental impact and sustainability
  (g)   security
  (h)   health and safety
  (i)   logistics
  (j)   maintenance

2   Investigating
  (a)   use of benchmarking tools
  (b)   research
  (c)   consultancy advice
  (d)   regulatory authorities

3   Alternatives
  (a)   development
  (b)   adaption
  (c)   alteration
  (d)   refurbishment
  (e)   relocation
  (f)   innovation

UNIT CSML5/O07 (FM1P 04)   Assess and Evaluate the Environmental Impact of Developments

Element O07.2   Investigate, evaluate and present sustainable requirements

Range (cont)

4   Resources
   (a)   finance
   (b)   workforce (skills)
   (c)   raw materials
   (d)   manufactured systems and components
   (e)   energy and utilities
   (f)   land use

5   Environmental and ecological factors
   (a)   natural resources
   (b)   emissions (air, land, water)
   (c)   waste and recycling
   (d)   access to environmentally sensitive areas
   (e)   effects of climate change
   (f)   contamination
   (g)   protect archaeological and historically valuable
          resources

6   Social views
   (a)   client
   (b)   funders/investors
   (c)   workforce
   (d)   suppliers
   (e)   users
   (f)   community

7   Asset value and sustainability
   (a)   provide capital growth
   (b)   location in relation to a stable economy and community
   (c)   saleable revenue
   (d)   minimising running costs (environmental and economic)
   (e)   location

UNIT CSML5/O07 (FM1P 04)   Assess and Evaluate the Environmental Impact of Developments

Element O07.2   Investigate, evaluate and present sustainable requirements

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Records of goals and priorities identified, investigations conducted and evaluations made (all) [all]
2   Present development strategies to relevant stakeholders (f)

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

UNIT CSML5/O07 (FM1P 04)   Assess and Evaluate the Environmental Impact of Developments

Element O07.2   Investigate, evaluate and present sustainable requirements

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   What do you identify as **goals and priorities** for potential development? (understanding) (a) [1]
2   How and why do you **investigate** whether there is a justifiable need to undertake development and consider **alternatives**? (analysis) (b) [2,3]
3   How do you identify the design, function and performance requirements of the potential project? (understanding) (c) [1,2]
4   How and why do you **investigate** the design, function, and performance requirements of the potential project? (analysis) (c) [1,2]
5   How and why do you **investigate** economic factors and **resources, environmental and ecological factors**, and **social views** that affect the future **asset value and sustainability** of potential development? (analysis) (d) [2,4,5,6,7]
6   How and why do you evaluate the best balance between the potential **asset value and sustainability** and project design, function, performance and return on investment? (evaluation) (e) [7]

7   How do you present development strategies in a suitable format to decision makers? (application) (f)
8   How and why do you justify development strategies to decision makers? (synthesis) (f)

UNIT CSML5/O07 (FM1P 04)   Assess and Evaluate the Environmental Impact of Developments

Element O07.2   Investigate, evaluate and present sustainable requirements

No	Description of Evidence	Performance Criteria						Range																						
		a	b	c	d	e	f	1a	1b	1c	1d	1e	1f	1g	1h	1i	1j	1k	1l	1m	2a	2b	2c	2d	3a	3b	3c	3d	3e	3f

UNIT CSML5/O07 (FM1P 04)   Assess and Evaluate the Environmental Impact of Developments

Element O07.2   **Investigate, evaluate and present sustainable requirements**

No	Description of Evidence	Range																									
		4a	4b	4c	4d	4e	4f	5a	5b	5c	5d	5e	5f	5g	6a	6b	6c	6d	6e	6f	7a	7b	7c	7d	7e	7f

UNIT CSML5/O07 (FM1P 04)   Assess and Evaluate the Environmental Impact of Developments

Element O07.2   Investigate, evaluate and present sustainable requirements

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O07 (FM1P 04)   Assess and Evaluate the Environmental Impact of Developments

Element O07.3   Assess the environment impact of development proposals

Performance Criteria

This involves:

(a) investigating the **requirements** for assessing the environmental impact of **proposals** by examining policy documents, consulting stakeholders and consulting experts
(b) selecting the **factors** which will be included in the assessment and the **criteria** to be used for assessing the impact
(c) collating **relevant data** and examining the **proposal** in its context
(d) identifying and reviewing **alternative solutions** which will improve environmental quality and increase sustainability
(e) analysing and forecasting the environmental impact of the selected **factors**, both individually and in combination
(f) assessing, quantifying and reporting on the significance of each **factor** and suggesting measures which will reduce the environmental impact

Range

1   Requirements
   (a)   social and community obligations
   (b)   legal obligations
   (c)   current codes of practice
   (d)   feasibility
   (e)   conditions to be applied to the proposal
   (f)   considering significant environmental issues and effects
   (g)   examining alternatives
   (h)   proposing appropriate mitigation measures

2   Proposals
   (a)   individual projects
   (b)   strategic policies, plans and proposals

3   Factors
   (a)   social (community use and adaptability)
   (b)   ecological (including resource use)
   (c)   conservation
   (d)   technical (noise, insulation and fire)
   (e)   programme
   (f)   sustainability
   (g)   accessibility
   (h)   waste and re-cycling
   (i)   regulatory
   (j)   health and safety
   (k)   emissions (air, land, water)
   (l)   land use
   (m)   protecting valuable archaeological & historical resources
   (n)   logistics

UNIT CSML5/O07 (FM1P 04)   Assess and Evaluate the Environmental Impact of Developments

Element O07.3   Assess the environment impact of development proposals

Range (cont)

4   Criteria
   (a)   direct and indirect effects
   (b)   positive and negative
   (c)   risk and opportunity
   (d)   lifecycle of project

5   Relevant data
   (a)   project baseline information
   (b)   survey information
   (c)   relevant standards
   (d)   relevant legal, regulatory and policy requirements
   (e)   historical

6   Alternative solutions
   (a)   different locations
   (b)   different layouts
   (c)   extending the use of existing resources
   (d)   use of alternative resources
   (e)   changes to implementation and phasing
   (f)   not carrying out the proposal

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Report(s) which include collated data, selected factors and criteria, a review of alternative solutions and a forecast and assessment of the environmental impact (all) [all]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

UNIT CSML5/O07 (FM1P 04)   Assess and Evaluate the Environmental Impact of Developments

Element O07.3   Assess the environment impact of development proposals

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   How and why do you investigate the **requirements** for assessing the environmental impact of **proposals**? (analysis) (a) [1,2]
2   How do you report on the significance of each **factor**? (application) (f) [3]
3   How and why do you assess and quantify the significance of each **factor**? (analysis) (f) [3]
4   How and why do you suggest measures which will reduce the environmental impact? (synthesis) (f) [3]
5   How and why do you select the **factors** which will be included in the assessment and the criteria to be used for assessing the impact? (evaluation) (b) [3,4]
6   How do you collate **relevant data**? (application) (c) [5]
7   How and why do you examine the **proposal** in its context? (analysis) (c) [5]
8   What do you identify as **alternative solutions** which will improve environmental quality and increase sustainability? (understanding) (d) [6]

9   How and why do you review **alternative solutions** which will improve environmental quality and increase sustainability? (analysis) (d) [6]
10   How do you forecast the environmental impact of the selected **factors** both individually and in combination? (application) (e) [3]
11   How and why do you analyse the environmental impact of the selected **factors**? (evaluation) (e) [3]

UNIT CSML5/O07 (FM1P 04)   Assess and Evaluate the Environmental Impact of Developments

Element O07.3   **Assess the environment impact of development proposals**

No	Description of Evidence	Performance Criteria						Range																								
		a	b	c	d	e	f	1a	1b	1c	1d	1e	1f	1g	1h	2a	2b	3a	3b	3c	3d	3e	3f	3g	3h	3i	3j	3k	3l	3m	3n

UNIT CSML5/O07 (FM1P 04) Assess and Evaluate the Environmental Impact of Developments

Element O07.3 Assess the environment impact of development proposals

No	Description of Evidence	Performance Criteria				Range										
		4a	4b	4c	4d	5a	5b	5c	5d	5e	6a	6b	6c	6d	6e	6f

UNIT CSML5/O07 (FM1P 04)   Assess and Evaluate the Environmental Impact of Developments

Element O07.3   Assess the environment impact of development proposals

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O08 (FM1R 04)   Evaluate Sustainable Resources and Requirements

This Unit has the following Elements:

CSML5/O08.1   Establish arrangements for sustainable development
CSML5/O08.2   Assess and provide for the conservation of energy use

Unit Summary

This is an Optional Unit for all three routes

The Unit is about implementing high standards of sustainability in construction

You will need to demonstrate that you have made arrangements to deliver best practice levels of sustainability by the appointment of experienced team members and allocation of responsibilities. This will include procuring suitable contractors with demonstrable commitment to achieve the required project aims.

You will need to show that you have considered the planned sustainability of the project by the management of project risks

You will need to demonstrate that you have planned and assessed the conservation of energy use for the project up to the stage of setting to work of the development by means of satisfactory operation and maintenance manuals. Thereafter you will need to show that you have taken any necessary further measures to ensure the levels of sustainability.

UNIT CSML5/O08 (FM1R 04)   Evaluate Sustainable Resources and Requirements

Element O08.1   Establish arrangements for sustainable development

Performance Criteria	**Range**
This involves:	**1 Development teams**
	(a) planning
(a) selecting and appointing **development teams** using sound criteria	(b) project management
	(c) design
(b) identifying and allocating project **environment and sustainability responsibilities**	(d) CDM Co-ordination
	(e) quantity surveying
(c) selecting contractors by considering their adoption of **sustainability policies and management**	(f) contracting
	(g) subcontracting
(d) identifying, minimising and managing project risks by assessing **best practice** and adopting **sustainability policies**	(8) supply
	2 Criteria
(e) confirming the design, function and performance requirements of the potential project by accounting for identified project risks in order to achieve sustainable development	(a) performance on similar projects
	(b) management of health, safety and environmental issues
	(c) adoption of best practice guidance
	(d) compatibility with stakeholder groups
	(e) competence
	3 Environmental and sustainability responsibilities
	(a) CDM co-ordination
	(b) environmental and sustainability resources
	(c) competent designers, contractors and supply chain
	(d) information about existing property
	(e) provision of health and safety file (including environment and sustainability issues)

UNIT CSML5/O08 (FM1R 04)   Evaluate Sustainable Resources and Requirements

Element O08.1   Establish arrangements for sustainable development

Range (cont)

4   Sustainability policies and management
(a)   waste management
(b)   minimise energy consumption
(c)   use of prefabricated components
(d)   use of sustainable energy, eg solar, wind & wave
(e)   use of reclaimed and recycled materials
(f)   storage facilities
(g)   local sourcing of materials
(h)   efficiency of ordering materials
(i)   site security
(j)   health and safety practice
(k)   skills development
(l)   stakeholder management

5   Best practice
(a)   low energy consumption
(b)   carbon dioxide emission reduction
(c)   landfill waste reduction
(d)   depletion of finite resources
(e)   reducing landscape impact
(f)   access
(g)   health, safety and environmental practice

6   Sustainability policies
(a)   land use
(b)   integration with surrounding architecture and infrastructure
(c)   transport access
(d)   meeting user needs
(e)   impact on community (economic, environmental and social)
(f)   insulating
(g)   efficient building services systems
(h)   efficient resource use
(i)   waste recycling and disposal
(j)   use of prefabricated components
(k)   use of alternative and recycled materials
(l)   encouraging biodiversity
(m)   use of sustainable energy
(n)   utilities demand
(o)   protection of archaeological and historically valuable resources

UNIT CSML5/O08 (FM1R 04)   Evaluate Sustainable Resources and Requirements

Element O08.1   Establish arrangements for sustainable development

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Records of development teams appointed, contractors selected and project environmental and sustainability responsibilities allocated (a,b,c) [1,2,3,4]
2   Records of steps taken to identify, minimise and manage project risks, including assessments of best practice and sustainability policies adopted (d) [5,6]
3   Records of the design, function and performance requirements confirmed for the potential project (e) [2]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   How and why do you select and appoint **development teams**? (evaluation) (a) [1,2]
2   How do you confirm the design, function and performance requirements of the potential project? (application) (e) [2]
3   What do you identify as project **environmental and sustainability responsibilities**? (understanding) (b) [3]
4   How do you allocate project **environmental and sustainability responsibilities**? (application) (b) [3]
5   How and why do you select contractors? (evaluation) (c) [4]
6   What do you identify as project risks? (understanding) (d) [5,6]
7   How and why do you minimise and manage project risks? (evaluation) (d) [5,6]

UNIT CSML5/O08 (FM1R 04)   Evaluate Sustainable Resources and Requirements

Element O08.1   Establish arrangements for sustainable development

No	Description of Evidence	Performance Criteria					Range																							
		a	b	c	d	e	1a	1b	1c	1d	1e	1f	1g	1h	2a	2b	2c	2d	2e	3a	3b	3c	3d	3e	4a	4b	4c	4d	4e	4f	4g

UNIT CSML5/O08 (FM1R 04)   Evaluate Sustainable Resources and Requirements

Element O08.1   **Establish arrangements for sustainable development**

No	Description of Evidence	Range (cont)																											
		4h	4i	4j	4k	5a	5b	5c	5d	5e	5f	5g	6a	6b	6c	6d	6e	6f	6g	6h	6i	6j	6k	6l	6m	6n	6o

UNIT CSML5/O08 (FM1R 04)   Evaluate Sustainable Resources and Requirements

Element O08.1   Establish arrangements for sustainable development

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O08 (FM1R 04)   Evaluate Sustainable Resources and Requirements

Element O08.2   Assess and provide for the conservation of energy use

Performance Criteria

This involves:

(a) reviewing legislative requirements in order to identify the energy use and control **criteria** relevant to the type of **development**
(b) ensuring that the information on the **development** necessary to assess energy use is **gathered and recorded**
(c) ensuring that solutions which meet the **criteria** for the type of **development** are reviewed, calculated and specified
(d) prescribing commissioning procedures and certification necessary for **development**
(e) identifying and defining any consequent improvements that may be required to meet energy use and control **criteria** relevant to the type of **development**
(f) providing operating and maintenance instructions to users to enable **developments** to be operated in an energy efficient manner

Range

1   Criteria
    (a)   carbon dioxide emissions
    (b)   efficiency of construction
    (c)   efficiency of systems

2   Development
    (a)   new development
    (b)   existing development
    (c)   condition survey
    (d)   energy measurement and assessment tools

3   Gathering and recording
    (a)   design proposals
    (b)   measure survey
    (c)   condition survey
    (d)   energy measurement and assessment tools

UNIT CSML5/O08 (FM1R 04) Evaluate Sustainable Resources and Requirements

Element O08.2 Assess and provide for the conservation of energy use

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1 Solutions and improvements, assessments carried out to meet control criteria for energy use (a,b,c,e) [All]
2 Users' operating and maintenance instructions for developments (f)[2]
3 Prescribed commissioning procedures and certification (d)[2]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1 How and why do you review legislative requirements in order to identify the energy use and control **criteria** relevant to the type of **development**? (analysis) (a) [1,2]
2 How do you ensure that information on the **development** is **gathered and recorded**? (application) (b) [2,3]
3 How do you ensure that solutions are reviewed and calculated which meet the **criteria** for the type of **development**? (application) (c) [1,2]
4 How do you ensure that solutions are specified which meet the **criteria** for the type of **development**? (application)(c) [1,2]
5 How and why do you prescribe commissioning procedures and certification necessary for **development**? (evaluation) (d) [2]
6 How do you identify and define any consequent improvements that may be required to meet energy use and control **criteria** relevant to the type of **development**? (understanding) (e) [1,2]
7 How do you provide operating and maintenance instructions to users to enable **developments** to be operated in an energy efficient manner? (application)(f) [2]

UNIT CSML5/O08 (FM1R 04)   Evaluate Sustainable Resources and Requirements

Element O08.2   Assess and provide for the conservation of energy use

No	Description of Evidence	Performance Criteria						Range										
		a	b	c	d	e	f	1a	1b	1c	2a	2b	2c	2d	3a	3b	3c	3d

UNIT CSML5/O08 (FM1R 04)   Evaluate Sustainable Resources and Requirements

Element O08.2   Assess and provide for the conservation of energy use

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT SCML5/O09 (FM1V 04)   Establish Project Procurement Arrangements

This Unit has the following Elements:

CSML5/O09.1   Select and agree procurement strategies
CSML5/O09.2   Establish project team partnering
CSML5/O09.3   Recommend and agree a form of contract

Unit Summary

This is an Optional Unit for all three routes and is particularly applicable to Commercial Managers.

It is about the establishment of project procurement strategies from inception to implementation by way of procurement methods, their objectives and criteria. Project stakeholders and legal and statutory constraints are considered.

You will need to demonstrate how you have brought the procurement strategy forward to implementation.

You will need to consider the interests and involvement of project stakeholders in the project. You will procure partners for the project to comply with project objectives. You will facilitate workshops to ensure the successful partnering arrangements.

You will demonstrate the selection and agreement of forms of contract to satisfy the interests of the project

Evidence needs to be demonstrated for each process and this will be largely generated in the workplace as a normal part of your duties

UNIT SCML5/O09 (FM1V 04)   Establish Project Procurement Arrangements

Element O09.1   Select and agree procurement strategies

Performance Criteria

This involves:

(a) identifying and agreeing feasible and realistic **procurement objectives and criteria**
(b) identifying **procurement methods** which are capable of meeting the **procurement objectives** and evaluating them against selected criteria
(c) selecting and recommending the most effective **procurement methods** which meet **stakeholder constraints** and relevant **legal and statutory requirements**
(d) agreeing and recording the selected **procurement method** and appropriate **implementation procedures**

Range

1   Procurement methods
    (a)   managed forms of construction
    (b)   design and build
    (c)   traditional
    (d)   Public, Private Partnership
    (e)   prime contracting
    (f)   partnering
    (g)   advisory
    (h)   sole source/single negotiations
    (i)   competitive tendering
    (j)   early contractor involvement

2   Procurement objectives and criteria
    (a)   type and form of contract
    (b)   risk
    (c)   economic, political and social context
    (d)   funding sources
    (e)   best overall value
    (f)   project insurance
    (g)   timescales/sequencing
    (h)   complexity
    (i)   design and build quality
    (j)   environmental benefits and sustainability

3   Stakeholder constraints
    (a)   mandatory
    (b)   advisory

UNIT SCML5/O09 (FM1V 04)   Establish Project Procurement Arrangements

Element O09.1   Select and agree procurement strategies

Range (cont)

4   Legal and statutory requirements
    (a)   common law
    (b)   contract law
    (c)   EU directives on procurement
    (d)   codes of practice and procedures

5   Implementation procedures
    (a)   tendering process
    (b)   tender evaluation
    (c)   award recommendation
    (d)   contract award

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Record(s) of identified procurement objectives, criteria and methods (a,b) [1,2]
2   Recommendation(s) for a procurement method based on an evaluation of procurement methods against agreed criteria (b,c,d) [All]
3   Record(s) of the selected procurement method and the implementation procedures (d) [1,5]
Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

UNIT SCML5/O09 (FM1V 04)　　Establish Project Procurement Arrangements

Element O09.1　　Select and agree procurement strategies

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1　What do you identify as feasible and realistic **procurement objectives and criteria**? (understanding) (a) [2]
2　How do you agree feasible and realistic **procurement objectives and criteria**? (evaluation) (a) [2]
3　What do you identify as **procurement methods** which are capable of meeting the **procurement objectives**? (understanding) (b) [1,2]
4　How do you evaluate **procurement methods** against selected criteria? (evaluation) (b) [1]
5　How do you recommend the most effective **procurement methods** which meets **stakeholder constraints** and relevant **legal and statutory requirements**? (synthesis) (c) [1,3,4]
6　How do you select the most effective **procurement methods** which meets **stakeholder constraints** and relevant **legal and statutory requirements**? (evaluation) (c) [1,3,4]
7　How do you record the selected **procurement methods** and appropriate **implementation procedures**? (application) (d) [5]

8　How do you agree the selected **procurement methods** and appropriate **implementation procedures**? (evaluation) (d) [1,5]

UNIT SCML5/O09 (FM1V 04)   Establish Project Procurement Arrangements

Element O09.1   Select and agree procurement strategies

No	Description of Evidence	Performance Criteria				Range														
		a	b	c	d	1a	1b	1c	1d	1e	1f	1g	1h	1i	1j	2a	2b	2c	2d	2e

UNIT SCML5/O09 (FM1V 04)   Establish Project Procurement Arrangements

Element O09.1   Select and agree procurement strategies

No	Description of Evidence	Range (cont)														
		2f	2g	2h	2i	2j	3a	3b	4a	4b	4c	4d	5a	5b	5c	5d

UNIT SCML5/O09 (FM1V 04)   Establish Project Procurement Arrangements

Element O09.1   Select and agree procurement strategies

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT SCML5/O09 (FM1V 04)   Establish Project Procurement Arrangements

Element O09.2   Establish project team partnering

Performance Criteria

This involves:

(a) identifying and confirming with the **stakeholders**, the **type of project work** and **objectives** for project team **partnering**
(b) forming a selection panel of **stakeholders** to assess potential **partners** and identifying **selection criteria**
(c) providing **information** to potential **partners** and inviting them to submit a statement of their capabilities
(d) evaluating the potential **partners** using the **selection criteria** and agreeing the short-listed potential **partners**
(e) interviewing and holding discussions with the short-listed potential **partners** to assess their suitability and commitment to the project
(f) selecting and confirming the project **partners** with the **stakeholders**
(g) negotiating agreements and contracts with project **partners**
(h) conducting workshops for project **partners** to facilitate co-operative **partnering** and agreeing individual and mutual project **objectives**

Range

1   Type of project work
    (a)   design
    (b)   construction
    (c)   services
    (d)   maintenance
    (e)   decommissioning

2   Objectives
    (a)   commitment to multi-party partnering (whole supply chain)
    (b)   minimum on-site construction period
    (c)   certainty of completion
    (d)   minimum whole life cost
    (e)   sustainable solution
    (f)   agreed maximum cost
    (g)   zero defects
    (h)   respect for people (including health, safety, welfare and the environment)
    (i)   agree quality
    (j)   working to budget
    (k)   effective work scheduling
    (f)   adoption of industry guidance and benchmarking

3   Partnering
    (a)   co-operation action
    (b)   sharing knowledge
    (c)   blame-free decision making
    (d)   problem resolving structure
    (e)   continuous improvement

UNIT SCML5/O09 (FM1V 04)   Establish Project Procurement Arrangements

Element O09.2   Establish project team partnering

Range (cont)

3   Partnering
    (f)   performance measurement
    (g)   risk management
    (h)   value engineering
    (i)   reward sharing
    (j)   effective work scheduling

4   Stakeholders
    (a)   internal
    (b)   external

5   Partners
    (a)   client
    (b)   client adviser
    (c)   consultants
    (d)   contractors
    (e)   subcontractors
    (f)   suppliers

6   Selection criteria
    (a)   cost
    (b)   quality
    (c)   time
    (d)   organisational experience
    (e)   performance measurement
    (f)   health, safety and environmental policy
    (g)   staff competence and development
    (h)   commitment to partnering

7   Information
    (a)   administration details
    (b)   scope of work
    (c)   budget
    (d)   information required from partners
    (e)   selection criteria and weightings

UNIT SCML5/O09 (FM1V 04)   Establish Project Procurement Arrangements

Element O09.2   **Establish project team partnering**

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Record(s) of confirmed types of project work and objectives for partnering working (a) [1,2,3,4]
2   Record(s) of selection panels and identified selection criteria for potential partners (b) [1,5,6]
3   Record(s) of evaluated and selected project partners (c,d,e,f) [1,5,6,7]
4   Agreement(s) and contract(s) with project partners (g) [5]
5   Record(s) of project partner workshops and agreements on project objectives (h) [3,4,5]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

Evidence Requirements — Knowledge & Understanding

1   What do you identify as the **types of project work** and **objectives** for project team **partnering**? (understanding) (a) [1,2,3,4]
2   How do you confirm with the **stakeholders** the types of project work and **objectives** for project team partnering **working**? (application) (a) [1,2,3,4]
3   How do you agree individual and mutual project **objectives**? (evaluation) (h) [3,4]
4   How do you conduct workshops for project **partners** to facilitate co-operative **partnering**? (application) (h) [4,5]
5   What do you identify as **selection criteria** for assessing potential **partners**? (understanding) (b) [1,5,6]
6   How do you provide **information** to potential **partners** and invite them to submit a statement of their capabilities? (application) (c) [5,7]
7   How do you form a selection panel of **stakeholders** to assess potential **partners**? (synthesis) (b) [1,5,6]
8   How do you confirm the project **partners** with the **stakeholders**? (application) (f) [1,5]
9   How do you interview and hold discussions with the short-listed potential **partners** to assess their suitability for and commitment to the project? (analysis) (e) [4,5]
10 How do you negotiate agreements and contracts with project **partners**? (synthesis) (g) [5]
11 How do you evaluate and agree the potential **partners** using the **selection criteria**? (evaluation) (d) [5,6]
12 How do you select the project **partners**? (evaluation) (f) [5,6]

UNIT SCML5/O09 (FM1V 04)   Establish Project Procurement Arrangements

Element O09.2   Establish project team partnering

No	Description of Evidence	Performance Criteria								Range															
		a	b	c	d	e	f	g	h	1a	1b	1c	1d	1e	2a	2b	2c	2d	2e	2f	2g	2h	2i	2j	2k	2l

UNIT SCML5/O09 (FM1V 04)   Establish Project Procurement Arrangements

Element O09.2   Establish project team partnering

No	Description of Evidence	Range (cont)																	
		3a	3b	3c	3d	3e	3f	3g	3h	3i	3j	4a	4b	5a	5b	5c	5d	5e	5f

UNIT SCML5/O09 (FM1V 04)   Establish Project Procurement Arrangements

Element O09.2   Establish project team partnering

No	Description of Evidence	Range (cont)												
		6a	6b	6c	6d	6e	6f	6g	6h	7a	7b	7c	7d	7e

UNIT SCML5/O09 (FM1V 04)   Establish Project Procurement Arrangements

Element O09.2   Establish project team partnering

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT SCML5/O09 (FM1V 04)   Establish Project Procurement Arrangements

Element O09.3   Recommend and agree a form of contract

Performance Criteria

This involves:

(a) identifying clearly the **stakeholders** and the purpose of the contract
(b) identifying with the **stakeholders** significant **criteria for selecting** the form of contract
(c) selecting and recommending a **form of contract** which is appropriate to the **type of project work**
(d) giving clear and accurate information and advice and providing clients the opportunities to comment and ask for clarification
(e) **agreeing a form of contract** which is capable of being put into effect

Range

1   Stakeholders
(a) internal
(b) external

2   Form of contract
(a) standard
(b) non-standard

3   Criteria for selecting
(a) client's needs and requirements
(b) form of procurement
(c) degree of risk
(d) technical complexity
(e) project partnering
(f) sector practice

4   Type of project work
(a) design
(b) construction
(c) services
(d) maintenance
(e) decommissioning

UNIT SCML5/O09 (FM1V 04)   Establish Project Procurement Arrangements

Element O09.3   Recommend and agree a form of contract

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Record(s) of identified stakeholders, the purpose of, and criteria for selecting the form of contract (a,b) [1,2,3]
2   Recommendation(s) for a form of contract (c,d) [2,3,4]
3   Agreed form(s) of contract (e) [2]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

1   Advice and information given to clients which includes giving clients the opportunity to comment and ask for clarification (d) [1]

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   Who do identify to be the **stakeholders**? (understanding) (a) [1]
2   What do you identify as the purpose of the contract? (understanding) (a) [2]
3   What do you identify with the **stakeholders** as significant **criteria for selecting** the **form of contract**? (understanding) (b) [1,2,3]
4   How do you provide clients with the opportunities to comment and ask for clarification? (application) (d) [1,2]
5   How do you agree a **form of contract** which is capable of being put into effect? (evaluation) (e) [1,2]
6   How do you recommend a **form of contract** which is appropriate to the **type of project work**? (synthesis) (c) [2,4]
7   How do you select a **form of contract** which is appropriate to the **type of project work**? (evaluation) (c) [2,4]
8   (8) How do you give clear and accurate information and advice? (application) (d) [all]

UNIT SCML5/O09 (FM1V 04)   Establish Project Procurement Arrangements

Element O09.3   Recommend and agree a form of contract

No	Description of Evidence	Performance Criteria					Range													
		a	b	c	d	e	1a	1b	2a	2b	3a	3b	3c	3d	3e	3f	4a	4b	4c	4d	4e

UNIT SCML5/O09 (FM1V 04)   Establish Project Procurement Arrangements

Element O09.3   Recommend and agree a form of contract

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O10 (FM1W 04)   Implement Strategic Sourcing Partnerships

This Unit has the following Elements:

CSML5/O10.1   Agree and implement systems with partners
CSML5/O10.2   Monitor and control arrangements for strategic sourcing

Unit Summary

This is an Optional Unit for all three routes.

This Unit is about identifying and agreeing with the stakeholders what systems are most effective for managing the project.

The systems identified will need to be prioritised and formalised if necessary through the contract.

Once systems are instigated you will need to identify a method of monitoring the systems and taking corrective action or improvements should the need arise.

You will need to communicate the system and methods in order that all parties are familiar with what is expected of them

UNIT CSML5/O10 (FM1W 04)   Implement Strategic Sourcing Partnerships

Element O10.1   Agree and implement systems with partners

Performance Criteria

This involves:

(a) specifying and agreeing with **partners** the ways in which **systems** will be managed and aligned
(b) identifying and agreeing, with all **stakeholders**, the changes to **systems** which are necessary to meet technical and quality requirements
(c) developing and implementing **systems**, identifying any problems and making appropriate modifications
(d) negotiating and agreeing formal contractual arrangements that set out the requirements for the implementation and operation of strategic sourcing partnerships

Range

1   Partners
    (a)   contractors
    (b)   subcontractors
    (c)   suppliers
    (d)   consultants
    (e)   clients/end users

2   Systems
    (a)   manual
    (b)   electronic
    (c)   TQM systems
    (d)   design
    (e)   commercial
    (f)   health and safety
    (g)   Key Performance Indicators
    (h)   time management

3   Stakeholders
    (a)   internal
    (b)   external

UNIT CSML5/O10 (FM1W 04)   Implement Strategic Sourcing Partnerships

Element O10.1   Agree and implement systems with partners

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Specification(s) for the alignment of supply systems (a,b) [1,2,3]
2   Record(s) of systems and any modifications made to the systems (c) [2]
3   Records of contractual arrangements (d)

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   How and why do you specify and agree with **partners** the ways in which **systems** will be managed and aligned? (evaluation) (a) [1,2]
2   What do you identify as any problems? (understanding) (c) [1]
3   How do you implement **systems** and make appropriate modifications? (application) (c) [2]
4   How and why do you develop **systems**? (synthesis) (c)[2]
5   What do you identify as the changes which are necessary to meet technical and quality requirements? (understanding) (b) [3]
6   How and why do you agree with **stakeholders** the changes which are necessary to meet technical and quality requirements? (evaluation) (b) [3]
7   How do you negotiate and agree formal contractual arrangements that set out the requirements for the implementation and operation of strategic sourcing partnerships? (synthesis) (d)

UNIT CSML5/O10 (FM1W 04)   Implement Strategic Sourcing Partnerships

Element O10.1   Agree and implement systems with partners

No	Description of Evidence	Performance Criteria				Range													
		a	b	c	d	1a	1b	1c	1d	1e	2a	2b	2c	2d	2e	2f	2g	2h	3a	3b

UNIT CSML5/O10 (FM1W 04)   Implement Strategic Sourcing Partnerships

Element O10.1   Agree and implement systems with partners

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O10 (FM1W 04)   Implement Strategic Sourcing Partnerships

Element O10.2   Monitor and control arrangements for strategic sourcing

Performance Criteria

This involves:

(a) reviewing the terms of contract regularly, and assessing whether there are continued benefits to the **partners**
(b) **monitoring** the performance of suppliers against agreed standards and quantifying any variations in performance
(c) informing suppliers about variations in performance from contract terms, and providing them with advice and information about the changes needed and the time allowed to make the changes
(d) investigating persistent variations and major problems, identifying likely causes and informing all **those who are affected**
(e) assessing existing sourcing arrangements against alternative supply options regularly and estimating the relative benefits and advantages

Range

1   Partners
   (a)   contractors
   (b)   subcontractors
   (c)   suppliers
   (d)   consultants
   (e)   clients/end users

2   Monitoring — methods
   (a)   in-house reporting
   (b)   consultant
   (c)   computer
   (d)   manual

3   Those who are affected
   (a)   suppliers
   (b)   users

UNIT CSML5/O10 (FM1W 04)   Implement Strategic Sourcing Partnerships

Element O10.2   Monitor and control arrangements for strategic sourcing

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Review(s) of partnership terms of contract (a) [1]
2   Record(s) of supplier performance monitoring including variations and advice and information about changes (b,c) [1,2]
3   Investigation(s) of persistent variations and major problems (d) [3]
4   Assessment(s) of sourcing arrangements (e) [1]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   How and why do you review the terms of contract and assess whether the terms provide continued benefits to the **partners**? (analysis) (a) [1]
2   How and why do you **monitor** the performance of suppliers and quantify any variations performance? (analysis) (b) [2]
3   How and why do you assess existing sourcing arrangements against alternative supply options and estimate the relative benefits and advantages of alternative supply options? (analysis) (e) [2]
4   How do you inform suppliers about variations in performance from contract terms? (application) (c) [3]
5   How do you inform all **those who are affected** by persistent variations and major problems? (application) (d) [3]
6   How and why do you provide suppliers with advice and information about the changes needed and the time allowed to make the changes? (synthesis) (c) [3]
7   How and why do you investigate persistent variations and major problems? (analysis) (d) [3]

UNIT CSML5/O10 (FM1W 04) Implement Strategic Sourcing Partnerships

Element O10.2 Monitor and control arrangements for strategic sourcing

No	Description of Evidence	Performance Criteria						Range				
		a	b	c	d	e	1a	1b	1c	1d	2a	2b

UNIT CSML5/O10 (FM1W 04)   Implement Strategic Sourcing Partnerships

Element O10.2   Monitor and control arrangements for strategic sourcing

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O11 (FM1X 04)   Manage Procurement Processes

This Unit has the following Elements:

CSML5/O11.1   Evaluate potential tenderers
CSML5/O11.2   Obtain bids and tenders
CSML5/O11.3   Analyse and select successful bids and tenders and negotiate changes

Unit Summary

This Unit is concerned with obtaining tenders from contractors and subcontractors, selecting the ones that you wish to accept, and negotiating contracts. The words 'estimate', 'bid' and 'tender' are all used in the industry, and are taken here to be synonymous.

It is about selecting those whom you seek tenders and confirming that they will be bidding. You must know about the bidders and their capabilities; and you must be able to decide on the selection criteria, evaluate the bids when they come in, and make recommendations accordingly.

It is about preparing the tender documents and sending them out to the bidders. You must have a deep knowledge of what they will be bidding for, and you must be able to deal with any queries, problems and drop-outs during the tender period.

It is about evaluating the bids received, choosing the one that you wish to accept, and negotiating the details so that a contract can be signed. You must be able to spot the key aspects of the bids, evaluate them against your selection criteria, choose the bid which is the client's or your best interest, and finalise all the details, subject to contract.

UNIT CSML5/O11 (FM1X 04)   Manage Procurement Processes

Element O11.1   Evaluate potential tenderers

Performance Criteria

This involves:

(a) deciding which potential **tenderers** could meet the contract specification to fulfil the selected type of procurement process

(b) deciding how many **tenderers** to invite, taking into account the value and size of the contract

(c) sending enquiries to potential **tenderers**, in accordance with **regulatory requirements**, and requiring them to provide **evidence** about their experience and capability

(d) choosing **selection criteria** which are suitable to weight and rate performance for the type of work described in the tender

(e) evaluating potential **tenderers** who respond to the invitation against the **selection criteria**, placing them in rank order and choosing the number needed

(f) offering advice and information to decision makers about potential **tenderers** and the **selection criteria** and modifying the tender list to reflect any changes which are agreed

(g) confirming that the selected **tenderers** are willing to tender

(h) adding more potential **tenderers** from the evaluation list which meet the **selection criteria** if those contacted are not willing to tender

Range

1   Tenderers
   (a)   contractors
   (b)   sub/works/trade contractors
   (c)   suppliers
   (d)   consultants

2   Regulatory requirements
   (a)   compulsory competitive tendering
   (b)   international (including European Union)
   (c)   in house
   (d)   national
   (e)   local

3   Evidence
   (a)   documentary
   (b)   references
   (c)   interview
   (d)   workplace evidence

4   Selection criteria
   (a)   quality of deliverables
   (b)   past performance
   (c)   added value
   (d)   acceptability of known subcontracting arrangements
   (e)   acceptability to client
   (f)   financial resources
   (g)   health and safety
   (h)   competence of people

UNIT CSML5/O11 (FM1X 04)   Manage Procurement Processes

Element O11.1   Evaluate potential tenderers

Range (cont)

4   Selection criteria
   (i)   resources (human, materials, facilities)
   (j)   insurance
   (k)   environmental

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Record(s) of tender enquiries sent to potential tenderers (a,b,c,h) [1,2,3,4]
2   Evaluation(s) of tenderers including advice and information provided (d,e,f,g) [1,4]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

UNIT CSML5/O11 (FM1X 04)   Manage Procurement Processes

Element O11.1   Evaluate potential tenderers

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   How and why do you decide how many **tenderers** to invite? (evaluation) (b) [1]
2   How and why do you decide which potential **tenderers** could meet the contract specification to fulfil the selected type of procurement process? (evaluation) (a) [1]
3   How do you confirm that the selected **tenderers** are willing to tender? (application) (g) [1]
4   How do you send enquiries to potential **tenderers** and require them to provide **evidence** about their experience and capability? (application) (c) [1,2,3]
5   How and why do you choose **selection criteria** which are suitable for the type of work described in the tender? (evaluation) (d) [4]
6   How do you modify the tender list to reflect any changes which are agreed? (application) (f) [1,4]
7   How do you add more potential **tenderers** from the evaluation list which meet the **selection criteria** if those contacted are not willing to tender? (application) (h) [1,4]

8   How and why do you place potential **tenderers** in rank order? (analysis) (e) [1]
9   How and why do you offer advice and information to decision makers about potential **tenderers** and the **selection criteria**? (synthesis) (f) [1,4]
10   How and why do you evaluate potential **tenderers** and choose the number needed? (evaluation) (e) [1]

UNIT CSML5/O11 (FM1X 04)   Manage Procurement Processes

Element O11.1   Evaluate potential tenderers

No	Description of Evidence	Performance Criteria								Range								
		a	b	c	d	e	f	g	h	1a	1b	1c	1d	2a	2b	2c	2d	2e

UNIT CSML5/O11 (FM1X 04)   Manage Procurement Processes

Element O11.1   Evaluate potential tenderers

No	Description of Evidence	Range (cont)														
		3a	3b	3c	3d	4a	4b	4c	4d	4e	4f	4g	4h	4i	4j	4k

UNIT CSML5/O11 (FM1X 04)   Manage Procurement Processes

Element O11.1   Evaluate potential tenderers

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____ **Date:** _____

Assessor: _____ **Date:** _____

Internal Verifier: _____ **Date:** _____

UNIT CSML5/O11 (FM1X 04)   Manage Procurement Processes

Element O11.2   Obtain bids and tenders

Performance Criteria

This involves:

(a) ensuring that **procurement documents** are drafted which meet statutory regulations, codes of practice and the organisation's policies
(b) ensuring that **procurement documents** are issued to all the **tenderers** on the agreed list, following the agreed procedures
(c) responding to **queries** from **tenderers** promptly and passing on any additional information which they need
(d) ensuring that accurate records are kept of **procurement documents** issued, feedback, **queries** and information from **tenderers**
(e) ensuring that required action is implemented when **tenderers** withdraw from the process

Range

1   Procurement documents
    (a)   invitation to tender
    (b)   form of tender
    (c)   returns procedure
    (d)   surveys
    (e)   specifications
    (f)   drawings and schedules
    (g)   bills of quantities
    (h)   health, safety and environmental plans
    (i)   scope of services
    (j)   terms and conditions
    (k)   schedule of rates
    (l)   evaluation criteria and procedures

2   Tenderers
    (a)   contractors
    (b)   sub/work/trade contractors
    (c)   suppliers
    (d)   consultants

3   Queries
    (a)   errors
    (b)   omissions
    (c)   ambiguities

UNIT CSML5/O11 (FM1X 04)   Manage Procurement Processes

Element O11.2   Obtain bids and tenders

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Procurement documents drafted (a) [1,2]
2   Record(s) of procurement documents issued including queries (b,c) [all]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   How do you ensure that **procurement documents** are drafted? (evaluation) (a) [1]
2   How do you ensure that **procurement documents** are issued? (application) (b) [1,2]
3   How do you ensure that required action is implemented when **tenderers** withdraw from the process? (application) (e) [2]
4   How do you respond to **queries** from **tenderers** and pass on any information which they need? (application) (c) [2,3]
5   How do you ensure that accurate records are kept of **procurement documents** issued, feedback, **queries** and information from **tenderers**? (application) (d) [1,2,3]

UNIT CSML5/O11 (FM1X 04)   Manage Procurement Processes

Element O11.2   Obtain bids and tenders

No	Description of Evidence	Performance Criteria					Range																	
		a	b	c	d	e	1a	1b	1c	1d	1e	1f	1g	1h	1i	1j	1k	1l	2a	2b	2c	2d	3a	3b	3c

UNIT CSML5/O11 (FM1X 04)   Manage Procurement Processes

Element O11.2   Obtain bids and tenders

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O11 (FM1X 04) Manage Procurement Processes

Element O11.3 Analyse and select successful bids and tenders and negotiate changes

Performance Criteria

This involves:

(a) ensuring that the tenders received are stored in a secure place and opening them on the closing date in line with the organisation's procedures and **regulatory requirements**

(b) selecting for evaluation those tenders which meet the **criteria** and rejecting those that do not

(c) checking with **tenderers** if any discrepancies, omissions and errors are found in the tenders, and making any amendments to which **tenderers**

(d) analysing the tenders which are selected against the agreed **criteria** and choosing the tender which best meets the **criteria**

(e) checking that the successful **tenderer** and the client can meet the obligations of the contract and recommending a preferred tender to the client

(f) negotiating and agreeing any **variations, adjustments and corrections** with the successful **tenderer** and confirming them in writing, subject to contract

(g) accepting the successful tender formally and politely notifying **tenderers** who have been unsuccessful, about the result

(h) modifying and repeating the procurement processes if too few tenders are received to show that there has been adequate competition

Range

1   Regulatory requirements
   (a) statutes
   (b) regulations, including EU regulations
   (c) codes of practice and procedure

2   Criteria
   (a) quality of deliverables
   (b) technical
   (c) timescale
   (d) resources
   (e) cost
   (f) loading and cash flow
   (g) alternative solutions which offer added value
   (h) comparative criteria (eg price indices, databases, trade journals, pre-tender estimates)
   (i) organisational policies
   (j) regulatory requirements
   (k) competence of people

3   Tenderers
   (a) contractors
   (b) sub/works/trade contractors
   (c) suppliers
   (d) consultants

UNIT CSML5/O11 (FM1X 04)   Manage Procurement Processes

Element O11.3   Analyse and select successful bids and tenders and negotiate changes

Range (cont)

4   Variations, adjustments and corrections
   (a)   price
   (b)   quantity
   (c)   quality
   (d)   standards;
   (e)   logistics;
   (f)   completion;
   (g)   maintenance;
   (h)   after sales service;
   (i)   scope of service;
   (j)   terms and conditions

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Evaluation(s) of selected tenders, amendments and checks that the successful tenderer and the client can meet the obligations of the contract (a,b,c,d,e) [1,2,3]
2   Record(s) of negotiations including variations, adjustments and corrections made (f) [4]
3   Record(s) of notifications to tenderers (g) [1]
4   Record(s) showing repeated procurement processes (h) [1]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

UNIT CSML5/O11 (FM1X 04)   Manage Procurement Processes

Element O11.3   Analyse and select successful bids and tenders and negotiate changes

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   How do you ensure that the tenders received are stored in a secure place and opened in line with the organisational procedures and **regulatory requirements**? (application) (a) [1]
2   How do you check with **tenderers** if any discrepancies, omissions and errors are found in the tenders and make any amendments to which **tenderers** agree? (application) (c) [3]
3   How do you check that the successful **tenderer** and the client can meet the obligations of the contract? (application) (e) [3]
4   How do you modify and repeat the procurement processes if too few tenders are received to show that there has been adequate competition? (application) (h) [1,2]
5   How and why do you recommend a preferred tender to the client? (synthesis) (e) [3]
6   How do you notify **tenderers** who have been unsuccessful, about the result? (application) (g) [3]

7   How and why do you select for evaluation those tenders which meet the criteria and reject those tenders which do not meet the criteria? (evaluation) (b) [2]
8   How and why do you analyse the tenders which are selected and choose the tender which best meets the criteria? (analysis) (d) [2]
9   How and why do you accept the successful tender formally? (evaluation) (g) [1,2,3]
10   How do you confirm any **variations**, **adjustments and corrections** in writing, subject to contact? (application) (f) [,4]
11   How and why do you negotiate any **variations**, **adjustments and corrections** with the successful tenderer? (synthesis) (f) [3,4]
12   How and why do you agree any **variations**, **adjustments and corrections** with the successful tenderer? (evaluation) (f) [3,4]

UNIT CSML5/O11 (FM1X 04)   Manage Procurement Processes

Element O11.3   Analyse and select successful bids and tenders and negotiate changes

No	Description of Evidence	Performance Criteria								Range									
		a	b	c	d	e	f	g	h	1a	1b	1c	2a	2b	2c	2d	2e	2f	2g

UNIT CSML5/O11 (FM1X 04)   Manage Procurement Processes

Element O11.3   **Analyse and select successful bids and tenders and negotiate changes**

No	Description of Evidence	Range																
		2h	2i	2j	3a	3b	3c	3d	4a	4b	4c	4d	4e	4f	4g	4h	4i	4j

UNIT CSML5/O11 (FM1X 04)   Manage Procurement Processes

Element O11.3   Analyse and select successful bids and tenders and negotiate changes

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

CSML5/O12 (FM1Y 04)   Prepare and Submit Estimates, Bids and Tenders

This Unit has the following Elements:

CSML5/O12.1   Evaluate estimate, bid and tender enquiry documentation
CSML5/O12.2   Assess the resource requirements and costs within an estimate, bid and tender
CSML5/O12.3   Finalise and submit an estimate, bid and tender offer

Unit Summary

This is an Optional Unit for all three routes.

It is about the technical content of the tendering process.

You will need to demonstrate that you have administered the tender process from its fundamentals. You will have successfully understood the tender process to the point of submission.

You will have managed the tender process in terms of resources and time. Also you will have built up costs for the estimate to a standard necessary for a valid adjudication. You will have presented the costings and concluded the process by proposing payment profiles.

You will have considered the risks and opportunities in a tender and specified qualifications to the tender based on the enquiry. You will have managed the completion of the tender and presented it to the organisation. You will have concluded the process by storing all of the tender information.

CSML5/O12 (FM1Y 04)   Prepare and Submit Estimates, Bids and Tenders

Element O12.1   Evaluate estimate, bid and tender enquiry documentation

Performance Criteria

This involves:

(a) checking the **tender** details and **tender requirements** and confirming them with **decision makers**
(b) summarising the **tender requirements** accurately and passing them on for comment to **decision makers**
(c) identifying any **points of concern** in the **tender documents** and referring them to **decision makers** for them to clarify and resolve
(d) evaluating the **tender documents** against the **agreed criteria** and assessing whether the organisation is capable of meeting the **tender requirements** and has enough resources to do so
(e) identifying and assessing any contractual and **legal issues** which might affect the project
(f) investigating the **tender documents** within budgets and tender time limits
(g) drawing accurate conclusions about **tender requirements** within the limits of the tender information which is available, and which provide an objective basis for making a decision on whether to make a bid
(h) keeping information about **tender** enquiries in confidence and only passing it on to people who have the authority to receive it

Range

1 **Tender**
   (a)   contractor
   (b)   sub/work/trade contractor
   (c)   supply
   (d)   consultants

2 **Tender requirements**
   (a)   construction
   (b)   installation and maintenance work
   (c)   supply of goods and materials
   (d)   consultancy services

3 **Decision makers**
   (a)   clients and their agents
   (b)   colleagues
   (c)   line managers and directors
   (d)   specialists — internal or external to organisation

4 **Points of concern**
   (a)   inconsistent with the policy of the organisation
   (b)   discrepancies with enquiry information
   (c)   tender procedure requirements
   (d)   quantitative requirements
   (e)   qualitative requirements
   (f)   contractual requirements

CSML5/O12 (FM1Y 04) Prepare and Submit Estimates, Bids and Tenders

Element O12.1 Evaluate estimate, bid and tender enquiry documentation

Range (cont)

5 Tender documents
- (a) invitation to tender
- (b) form of tender
- (c) returns procedure
- (d) survey reports
- (e) specifications
- (f) drawings
- (g) schedules
- (h) bills of quantities
- (i) health and safety plans
- (j) scope of services
- (k) terms and conditions
- (l) schedule of rates

6 Agreed criteria
- (a) financial
- (b) viability of tendering information
- (c) current workload
- (d) type of work
- (e) competence of people
- (f) timescale
- (g) social policies
- (h) environmental impact
- (i) location
- (j) potential completion

7 Legal issues
- (a) planning
- (b) health and safety
- (c) environmental
- (d) ownership
- (e) common law rights
- (f) European Union requirements

CSML5/O12 (FM1Y 04)   Prepare and Submit Estimates, Bids and Tenders

Element O12.1   Evaluate estimate, bid and tender enquiry documentation

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Evaluation(s) of tender documents which include tender details and requirements, points of concern, assessment of capability to meet the requirements, contractual and legal issues, conclusions (all) [all]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   How do you keep information about **tender** enquiries in confidence and ensure you only pass it on to people who have the authority to receive it? (application) (h) [1]
2   How do you check the **tender** details and **tender requirements** and confirm them with **decision makers**? (application) (a) [1,2,3]
3   How do you summarise the **tender requirements** and pass them on to **decision makers** for comment? (application) (b) [2,3]
4   What do you identify as any **points of concern** in the **tender documents**? (understanding) (c) [4,5]
5   How do you refer any **points of concern** in the **tender documents** to **decision makers** for them to clarify and resolve? (application) (c) [3,4,5]
6   How and why do you investigate the **tender documents** within budgets and tender time limits? (analysis) (f) [5]
7   How and why do you assess whether the organisation is capable of meeting the **tender requirements** and has enough resources to do so? (analysis) (d) [2,6]
8   How and why do you evaluate the **tender documents**? (evaluation) (d) [5,6]

Evidence Requirements — Knowledge & Understanding (cont)

9 How and why do you draw accurate conclusions about **tender requirements**? (evaluation) (g) [1,2,6]
10 What do you identify as contractual and **legal issues** which might affect the project? (understanding) (e) [7]
11 How and why do you assess any contractual and **legal issues** which might affect the project? (analysis) (e) [7]

CSML5/O12 (FM1Y 04)   **Prepare and Submit Estimates, Bids and Tenders**

Element O12.1   **Evaluate estimate, bid and tender enquiry documentation**

No	Description of Evidence	Performance Criteria								Range																
		a	b	c	d	e	f	g	h	1a	1b	1c	1d	2a	2b	2c	2d	3a	3b	3c	3d	4a	4b	4c	4d	4e	4f

CSML5/O12 (FM1Y 04)   **Prepare and Submit Estimates, Bids and Tenders**

Element O12.1   Evaluate estimate, bid and tender enquiry documentation

No	Description of Evidence	Range																											
		5a	5b	5c	5d	5e	5f	5g	5h	5i	5j	5k	5l	6a	6b	6c	6d	6e	6f	6g	6h	6i	6j	7a	7b	7c	7d	7e	7f

CSML5/O12 (FM1Y 04)   **Prepare and Submit Estimates, Bids and Tenders**

Element O12.1   Evaluate estimate, bid and tender enquiry documentation

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: **Date:**

Assessor: **Date:**

Internal Verifier: **Date:**

CSML5/O12 (FM1Y 04)   Prepare and Submit Estimates, Bids and Tenders

Element O12.2   Assess the resource requirements and costs within an estimate, bid and tender

Performance Criteria	Range

Performance Criteria

This involves:

(a) developing a proposed method statement and draft programme which meet the **tender requirements**
(b) calculating, accurately, from **available sources**, what **resources** will be needed, investigating whether the **resources** will be available and presenting the information so that the requirements can be costed and planned
(c) **estimating resource** costs by **calculating** an accurate **cost** for each item which is required
(d) modifying the cost to take into account any **external factors** which may affect the cost projections
(e) producing the overall estimate of costs and checking that it is complete, accurate and in a form which is suitable for a judgement to be made
(f) explaining and clarifying the projected costs to support the calculations
(g) recommending payment schedules which will meet known cash flow requirements

Range

1   Tender requirements
    (a)   construction
    (b)   installation and maintenance work
    (c)   supply of goods and materials
    (d)   consultancy services
    (e)   purchasing
    (f)   invitation to tender
    (g)   form of tender
    (h)   technology required
    (i)   procedures for submitting tenders

2   Available sources
    (a)   client brief
    (b)   tender enquiry documentation
    (c)   site measurements/visits
    (d)   survey reports
    (e)   scaled drawings
    (f)   schedules
    (g)   method statements
    (h)   programmes
    (i)   suppliers

3   Resources
    (a)   people (in-house, external)
    (b)   plant and equipment
    (c)   materials
    (d)   finance
    (e)   time
    (f)   supply options

CSML5/O12 (FM1Y 04)   **Prepare and Submit Estimates, Bids and Tenders**

Element O12.2   **Assess the resource requirements and costs within an estimate, bid and tender**

Range (cont)

4   Estimating
   (a)   cost based on a quotation
   (b)   unit cost built up from basic data
   (c)   internal and historical cost data
   (d)   published cost data

5   Calculating cost
   (a)   manual
   (b)   electronic

6   External factors
   (a)   variations over time
   (b)   location
   (c)   statutory and contractual requirements
   (d)   special working conditions and methods
   (e)   resourcing conditions
   (f)   competition

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Method statement(s) and draft programme(s) (a) [1]
2   Estimate(s) of costs (b,c,d,e,f) [2,3,4,5,6]
3   Payment schedules (g) [3]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

CSML5/O12 (FM1Y 04)   Prepare and Submit Estimates, Bids and Tenders

Element O12.2   Assess the resource requirements and costs within an estimate, bid and tender

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   How and why do you develop a proposed method statement and draft programme which meet the **tender requirements**? (synthesis) (a) [1]
2   How do you calculate what **resources** will be needed from **available sources**? (application) (b) [2,3]
3   How do you present information about **resource** availability so that the requirements can be costed and planned? (application) (b) [3]
4   How and why do you investigate whether the **resources** needed will be available? (analysis) (b) [3]
5   How do you check that the overall **estimate** of costs is complete, accurate and in a form which is suitable for a judgement to be made? (application) (e) [4,5]
6   How do you explain and clarify the projected costs to support the calculations? (application) (f) [4,5]
7   How and why do you recommend payment schedules which will meet known cash flow requirements? (synthesis) (g) [3]

8   How and why do you estimate **resource** costs by **calculating** an accurate cost for each item? (analysis) (b) [3,4,5]
9   How and why do you produce the overall estimate of costs? (analysis) (e) [4,5]
10   How do you modify the cost to take into account any **external factors** which may affect the cost projections? (application) (d) [6]

CSML5/O12 (FM1Y 04)   Prepare and Submit Estimates, Bids and Tenders

Element O12.2   **Assess the resource requirements and costs within an estimate, bid and tender**

No	Description of Evidence	Performance Criteria							Range																	
		a	b	c	d	e	f	g	1a	1b	1c	1d	1e	1f	1g	1h	1i	2a	2b	2c	2d	2e	2f	2g	2h	2i

CSML5/O12 (FM1Y 04) Prepare and Submit Estimates, Bids and Tenders

Element O12.2 Assess the resource requirements and costs within an estimate, bid and tender

No	Description of Evidence	Range																
		3a	3b	3c	3d	3e	3f	4a	4b	4c	4d	5a	5b	6a	6b	6c	6d	6e	6f

CSML5/O12 (FM1Y 04)   Prepare and Submit Estimates, Bids and Tenders

Element O12.2   Assess the resource requirements and costs within an estimate, bid and tender

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

CSML5/O12 (FM1Y 04)   Prepare and Submit Estimates, Bids and Tenders

Element O12.3   Finalise and submit an estimate, bid and tender offer

Performance Criteria

This involves:

(a) identifying and evaluating, realistically, the **risks and opportunities** involved in a successful **tender offer**
(b) identifying and specifying any **alternatives and qualifications** to the original **tender requirements** which may improve the organisation's ability to carry out the work
(c) applying a profit margin and payment schedule which meets the objectives and strategy of the organisation
(d) checking that the **tender offer** is complete and accurate and conforms to house style, and making any necessary modifications
(e) **presenting** and supporting the **tender offer** in a manner which maximises its acceptability
(f) collating, arranging and submitting **tender offer** information in accordance with procurement requirements
(g) collecting together all the **tender offer** information, recording it, storing it securely and only passing it on to people who have the authority to receive it

Range

1   Risks and opportunities
    (a) environment and sustainability
    (b) financial and market
    (c) political
    (d) technical
    (e) health and safety
    (f) reputation
    (g) competence of people

2   Tender offer
    (a) contractor
    (b) sub/works/trade contractor
    (c) supply
    (d) consultancy
    (e) purchase

3   Alternatives and qualifications
    (a) specifications and materials
    (b) methods of construction
    (c) services
    (d) time scales
    (e) supply options
    (f) price offer options

4   Tender requirements
    (a) construction
    (b) installation and maintenance work
    (a) supply of goods and materials
    (a) consultancy services

CSML5/O12 (FM1Y 04)   Prepare and Submit Estimates, Bids and Tenders

Element O12.3   Finalise and submit an estimate, bid and tender offer

Range (cont)	**Evidence Requirements — Performance**

4   Tender requirements
    (e)   delivery

5   Presenting
    (a)   orally
    (b)   in writing
    (c)   graphically
    (d)   electronically

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Tender offer(s) (all) [all]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

1   Presentation(s) and support of tender offer(s) which include evaluations of risks and opportunities, specified alternatives, profit margin, payment schedule (e) [All]

CSML5/O12 (FM1Y 04)   Prepare and Submit Estimates, Bids and Tenders

Element O12.3   Finalise and submit an estimate, bid and tender offer

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   How do you identify the **risks and opportunities** involved in a successful **tender offer**? (understanding) (a) [1,2]
2   How and why do you evaluate the **risks and opportunities** involved in a successful **tender offer**? (evaluation) (a) [1,2]
3   How do you check that the **tender offer** is complete and accurate and conforms to house style and make any necessary modifications? (application) (d) [2]
4   How do you collate, arrange and submit **tender offer** information? (application) (f) [2]
5   How do you collect together, record and store all the **tender offer** information and ensure that it is only passed on to people who have the authority to receive it? (application) (g) [2]
6   How do you apply a profit margin and payment schedule which meets the objectives and strategy of the organisation? (application) (c) [3]
7   (7) What do you identify as the **alternatives and qualifications** to the original **tender requirements** which may improve the organisation's ability to carry out the work? (understanding) (b) [3,4]

8   How and why do you specify **alternatives and qualifications** to the original **tender requirements** which may improve the organisation's ability to carry out the work? (evaluation) (b) [3,4]
9   How do you **present** the **tender offer** in a manner which maximises its acceptability? (application) (e) [2,5]
10   How and why do you support the **tender offer** in a manner which maximises its acceptability? (analysis) (e) [2,5]

CSML5/O12 (FM1Y 04)   **Prepare and Submit Estimates, Bids and Tenders**

Element O12.3   **Finalise and submit an estimate, bid and tender offer**

No	Description of Evidence	Performance Criteria							Range											
		a	b	c	d	e	f	g	1a	1b	1c	1d	1e	1f	1g	2a	2b	2c	2d	2e

CSML5/O12 (FM1Y 04)   Prepare and Submit Estimates, Bids and Tenders

Element O12.3   Finalise and submit an estimate, bid and tender offer

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O13 (FM20 04)   Ensure that Contracts are Prepared, Negotiated and Concluded

This Unit has the following Elements:

CSML5/O13.1   Ensure that forms of contract are prepared
CSML5/O13.2   Ensure that the contract is negotiated and concluded

Unit Summary

This is an Optional Unit for all three routes.

You will need to demonstrate that you have undertaken the selection of appropriate forms of contract to suit the project. You will have considered any amendments to the form of contract. You will have drafted any necessary preliminaries to the form of contract. You will have obtained legal advice on the drafted form of contract.

You will demonstrate that you have verified that the proposed contract satisfies all party's interests and that you have negotiated agreements and any amendments with the concerned parties. You will have brought the contract to a conclusion and satisfied legal requirements to the point of signature

UNIT CSML5/O13 (FM20 04)   Ensure that Contracts are Prepared, Negotiated and Concluded

Element O13.1   Ensure that forms of contract are prepared

Performance Criteria

This involves:

(a) selecting **forms of contract**, contract clauses and documents for the **form of procurement** proposed
(b) ensuring that standard **forms of contract** are amended so that the clauses and documents are suitable for the **form of procurement** proposed
(c) ensuring that particulars and preliminaries are **drafted** which accurately describe the needs of all the stakeholders in the **form of contract**
(d) ensuring that contract clauses are checked and that appendices and amendments meet statutory requirements
(e) ensuring that non-standard **forms of contract**, clauses and documents are **drafted**, which have legal precedent, where standard **forms of contract** or modified standard forms are not suitable
(f) obtaining legal advice on the implications of **drafting** non-standard clauses and **forms of contract** and explaining why this is necessary to the stakeholders in the contract
(g) obtaining necessary checks and approvals for the draft **forms of contract**

Range

1   Forms of contract
  (a)   standard
  (b)   non-standard

2   Form of procurement
  (a)   competitive tender
  (b)   non competitive

3   Drafted
  (a)   allocation of risks and responsibilities
  (b)   structure of contract
  (c)   key instructions
  (d)   legal factors
  (e)   business standing orders

UNIT CSML5/O13 (FM20 04) Ensure that Contracts are Prepared, Negotiated and Concluded

Element O13.1 Ensure that forms of contract are prepared

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1 Standard forms of contract, contract clauses and documents which include amendments suitable for the form of procurement, particulars and preliminaries, appendices (a,b,c,d,g) [all]
2 Non-standard forms of contract, clauses and documents (e,f,g) [1,3]
3 Record(s) of legal advice and expectations (f) [1,3]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1 How do you ensure that contract clauses, appendices and amendments are checked and meet statutory requirements? (application) (d) [1]
2 How do you obtain necessary checks and approvals for the draft **forms of contract**? (application) (g) [1]
3 How and why do you select **forms of contract**, contract clauses and documents? (evaluation) (a) [1,2]
4 How do you ensure that standard **forms of contract** are amended so that the clauses and documents are suitable for the **form of procurement** proposed? (application) (b) [all]
5 How do you obtain legal advice on the implications of drafting non-standard clauses and **forms of contract** and explain why this is necessary? (application) (f) [1,3]
6 How and why do you draft particulars and preliminaries? (evaluation) (c) [1,3]
7 (7) How and why do you modify standard forms when they are not suitable and draft non-standard **forms of contract**, clauses and documents? (evaluation) (e) [1,3]

UNIT CSML5/O13 (FM20 04)   Ensure that Contracts are Prepared, Negotiated and Concluded

Element O13.1   Ensure that forms of contract are prepared

No	Description of Evidence	Performance Criteria							Range								
		a	b	c	d	e	f	g	1a	1b	2a	2b	3a	3b	3c	3d	3e

UNIT CSML5/O13 (FM20 04)   Ensure that Contracts are Prepared, Negotiated and Concluded

Element O13.1   Ensure that forms of contract are prepared

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O13 (FM20 04)   Ensure that Contracts are Prepared, Negotiated and Concluded

Element O13.2   Ensure that the contract is negotiated and concluded

Performance Criteria	Range
This involves: (a) ensuring that the **obligations** of the parties to the **contract** are identified and obtaining valid, written proof that they are able to meet the **obligations** (b) negotiating **contracts** using a style and manner which maintains good long term relationships with all the stakeholders (c) negotiating and agreeing optimum **contract** terms, conditions and **amendments** (d) recording the results of negotiations accurately and passing the information on, promptly and in accordance with **legal requirements**, to all the stakeholders (e) ensuring that accurate copies of the final **contract documents** are prepared and checked to meet **legal requirements** and arranging for them to be signed	**1 Obligations** (a) insurances (b) bonds (c) warranties (d) statutory (e) financial guarantees (f) competence of people (g) deliverables **2 Contracts — types** (a) standard (b) non-standard **3 Amendments** (a) allocation of risks and responsibilities (b) structure of contract (c) key instructions (d) legal factors **4 Legal requirements** (a) statutes (b) regulations, including European Union regulations (c) codes of practice and procedure (d) common law **5 Contract documents** (a) invitations to tender (b) forms of tender (c) specifications

UNIT CSML5/O13 (FM20 04)   Ensure that Contracts are Prepared, Negotiated and Concluded

Element O13.2   Ensure that the contract is negotiated and concluded

Range (cont)

5   Contract documents
- (d)   survey reports
- (e)   drawings and schedules
- (f)   bills of quantities/schedule of rates
- (g)   health and safety plans
- (h)   scope of services
- (i)   terms and conditions

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Record(s) of contract negotiations (b,c,d) [1,2,3,4,5]
2   Contract document(s) (d,e) [2,3,5]
3   Written proof of ability of parties to meet contract obligations (a) [1,2,5]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

UNIT CSML5/O13 (FM20 04)   Ensure that Contracts are Prepared, Negotiated and Concluded

Element O13.2   Ensure that the contract is negotiated and concluded

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   How do you negotiate **contracts**? (synthesis) (b) [2]
2   How and why do you negotiate the optimum **contract** terms, conditions and **amendments**? (synthesis) (c) [2,3]
3   How and why do you agree the optimum **contract** terms, conditions and **amendments**? (evaluation) (c) [2,3]
4   How do you record and pass on information about the results of negotiations accurately? (application) (d) [4]
5   How do you ensure that accurate copies of the final **contract documents** are prepared and checked so that they meet **legal requirements** and arrange for them to be signed?(application) (e) [4,5]
6   How do you obtain valid, written proof that the parties to the contract are able to meet the **obligations**? (application) (a) [1,2]
7   How do you ensure that the **obligations** of the parties to the contract are identified? (application) (a) [1,2]

UNIT CSML5/O13 (FM20 04)   Ensure that Contracts are Prepared, Negotiated and Concluded

Element O13.2   Ensure that the contract is negotiated and concluded

No	Description of Evidence	Performance Criteria					Range								
		a	b	c	d	e	1a	1b	1c	1d	1e	1f	1g	2a	2b

UNIT CSML5/O13 (FM20 04)   Ensure that Contracts are Prepared, Negotiated and Concluded

Element O13.2   Ensure that the contract is negotiated and concluded

No	Description of Evidence	Range															
		3a	3b	3c	3d	4a	4b	4c	4d	5a	5b	5c	5d	5e	5f	5g	5h	5i

UNIT CSML5/O13 (FM20 04)   Ensure that Contracts are Prepared, Negotiated and Concluded

Element O13.2   Ensure that the contract is negotiated and concluded

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O14 (FM22 04)   Manage Project Processes

This Unit has the following Elements:

CSML5/O14.1   Assess and manage project risks and opportunities
CSML5/O14.2   Develop and maintain systems for managing health, safety and welfare
CSML5/O14.3   Establish and manage project team activities
CSML5/O14.4   Implement project organisation and communication systems
CSML5/O14.5   Obtain and evaluate project feedback information and make improvements

Unit Summary

This is an Optional Unit for all three routes and is particularly applicable for Production and Contracts Managers and Project Managers. It is about preparing a strategy for the project using the most appropriate team. The needs of the stakeholders will be identified along with the requirements of the brief and schedule. You will need to develop effective communications, and be able to demonstrate project development, evaluation and monitoring skills.

You will need to review the project risks and opportunities and their effects upon the available resources.

You will need to develop and maintain systems for health, safety and welfare, in particular, identifying and complying with current legislation, with reference to the equipment and resources and their effects upon the project

You must provide evidence of the evaluation of project feedback, and how improvements have been made.

UNIT CSML5/O14 (FM22 04)   Manage Project Processes

Element O14.1   Assess and manage project risks and opportunities

Performance Criteria

This involves:

(a) identifying and reviewing **project information** and processes relating to **risks** and **opportunities**
(b) identifying and assessing the significance and ownership of the **risks** and **opportunities**
(c) selecting the most effective **risk management methods and procedures** to manage residual **risks** that comply with all relevant regulations and guidelines
(d) identifying the activities and **resources** required to implement the **risk management methods**
(e) specifying clearly the procedures for implementing the **risk management methods and procedures**
(f) implementing and maintaining the **risk management methods and procedures** and modifying them to meet changed circumstances

Range

1   Project information
    (a)   environmental
    (b)   statutory and legal requirements
    (c)   client, user and community requirements
    (d)   construction and technical requirements
    (e)   site constraints
    (f)   finance, procurement and contract
    (g)   quality
    (h)   cost
    (i)   programme

2   Risks
    (a)   health, safety and welfare
    (b)   site environment
    (c)   management and workforce experience
    (d)   complexity and scope
    (e)   consents
    (f)   team composition
    (g)   project costs
    (h)   impact on business
    (i)   technical considerations
    (j)   programme
    (k)   contract form
    (l)   availability of resources
    (m)   maintenance and communication of information
    (n)   innovation
    (o)   quality
    (p)   impact on natural and built environment
    (q)   impact of user; public and third parties

UNIT CSML5/O14 (FM22 04)   Manage Project Processes

Element O14.1   Assess and manage project risks and opportunities

Range (cont)

3   Opportunities
  (a)   impact on the natural and built environment
  (b)   impact on users, public and third parties
  (c)   improved quality
  (d)   improved procurement
  (e)   programme reduction
  (f)   specification change
  (g)   business benefit
  (h)   profitability
  (i)   scope reduction
  (j)   sustainable development

4   Risk management methods and procedures
  (a)   risk identification and assessment
  (b)   eliminate/minimise risks
  (c)   control risks at source
  (d)   cumulative protection
  (e)   mitigate
  (f)   allocation of responsibility
  (g)   maximise opportunities
  (h)   contingency planning
  (i)   risk register

5   Resources
  (a)   people
  (b)   materials, plant and equipment
  (c)   finance
  (d)   time

5   Resources (cont)
  (e)   specialist services
  (f)   utility services
  (g)   information

UNIT CSML5/O14 (FM22 04)   Manage Project Processes

Element O14.1   Assess and manage project risks and opportunities

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Record(s) of potential project risks identified from project information (a,b,c) [2,3]
2   Information on processes and opportunities relating to project risks (a,d) [3,4,5]
3   Record(s) of methods selected for managing risks and opportunities (b,c,d,e) [1,2]
4   Records of implemented and maintained risk management methods and procedures including modifications (f) [2]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   How and why do you review **project information** and processes relating to **risks** and **opportunities**? (analysis) (a) [1,2,3,4]
2   What do you identify as **risks** and **opportunities** arising from project processes? (understanding) (b) [2,3]
3   What do you identify as **project information** relating to **risks** and **opportunities**? (understanding) (a) [1,2,3]
4   How and why do you select the most effective risk **management methods** and procedures to manage residual **risks**? (evaluation) (c) [2]
5   How do you implement, maintain and modify the **risk management methods and procedures**? (application) (f) [4]
6   How and why do you specify clearly the procedures for implementing the **risk management methods** and procedures? (evaluation) (e) [4]
7   What do you identify as the activities and **resources** required to implement the **risk management methods**? (understand) (d)[4,5]

UNIT CSML5/O14 (FM22 04)   Manage Project Processes

Element O14.1   **Assess and manage project risks and opportunities**

No	Description of Evidence	Performance Criteria						Range																	
		a	b	c	d	e	f	1a	1b	1c	1d	1e	1f	1g	1h	1i	2a	2b	2c	2d	2e	2f	2g	2h	2i

UNIT CSML5/O14 (FM22 04)   Manage Project Processes

Element O14.1   Assess and manage project risks and opportunities

No	Description of Evidence	Range (cont)																
		2j	2k	2l	2m	2n	2o	2p	2q	3a	3b	3c	3d	3e	3f	3g	3h	3i

UNIT CSML5/O14 (FM22 04)   Manage Project Processes

Element O14.1   Assess and manage project risks and opportunities

No	Description of Evidence	Range (cont)														
		4a	4b	4c	4d	4e	4f	4g	4h	4i	5a	5b	5c	5d	5e	5f	5g

UNIT CSML5/O14 (FM22 04) Manage Project Processes

Element O14.1 Assess and manage project risks and opportunities

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____ **Date:** _____

Assessor: _____ **Date:** _____

Internal Verifier: _____ **Date:** _____

UNIT CSML5/O14 (FM22 04)   Manage Project Processes

Element O14.2   Develop and maintain systems for managing health, safety and welfare

Performance Criteria

This involves:

(a) encouraging a culture of health, safety and welfare on the project and identifying and recommending opportunities for improving the health and safety of the work environment
(b) developing and maintaining adequate health, safety and welfare policies and systems which meet **organisational and statutory requirements**
(c) allocating health, safety and welfare responsibilities, **equipment and resources** to people which are consistent with **organisational and statutory requirements**, and the **specific project requirements**
(d) developing and implementing systems which meet **statutory requirements** for identifying and reducing hazards and reporting accidents and emergencies and preventing recurrence
(e) ensuring that health, safety and welfare systems are checked regularly, in accordance with **organisational** and **statutory requirements**, and identifying and recording any special site conditions and situations which do not comply with regulations

Range

1   **Organisation and statutory requirements**
   (a)   construction, specific health, safety and welfare regulations
   (b)   general health, safety and welfare legislation
   (c)   recognised industry codes of practice
   (d)   organisational procedures
   (e)   safety audit
   (f)   health and safety plans

2   **Equipment and resources**
   (a)   protective clothing
   (b)   protective equipment
   (c)   first aid facilities
   (d)   welfare facilities
   (e)   storage and security of materials and equipment
   (f)   accident and incident reporting
   (g)   fire fighting equipment
   (h)   provision of health, safety and welfare training
   (i)   hazard warning

3   **Specific project requirements**
   (a)   contract
   (b)   organisational policy
   (c)   site, construction, induction and installation operations
   (d)   risk assessment
   (e)   demolition
   (f)   control of nuisance (eg noise, dust, transport)
   (g)   language
   (h)   first-aid arrangements
   (i)   statutory notices

UNIT CSML5/O14 (FM22 04)   **Manage project processes**

Element O14.2   **Develop and maintain systems for managing health, safety and welfare**

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Records of identified and recommended opportunities for improving the health, safety and welfare on the project work environment (a)[1]
2   Record(s) of health, safety and welfare policies and systems which include allocated responsibilities, equipment and resources (b,c,d) [all]
3   Records of checks of health, safety and welfare systems and any site conditions which do not comply (e)[1]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   How and why do you encourage a culture of health, safety and welfare on the project work environment? (synthesis) (a) [1]
2   What do you identify as opportunities for improving the health and safety of the work environment? (understanding) (a)[1]
3   How and why do you recommend opportunities for improving the health and safety of the work environment? (synthesis) (a) [1]
4   How do you develop adequate health, safety and welfare policies and systems which meet **organisational and statutory requirements**? (synthesis) (b) [1]
5   How do you maintain adequate health, safety and welfare policies and systems which meet **organisational and statutory requirements**? (application) (b) [1]
6   How do you allocate health, safety and welfare responsibilities, **equipment and resources** to people? (application) (c) [1,2,3]
7   How do implement systems which meet **statutory requirements** for identifying and reducing hazards and reporting accidents and emergencies and preventing recurrence? (application) (d) [1]
8   How and why do you develop systems for identifying and reducing hazards and reporting accidents and emergencies and preventing recurrence? (synthesis) (d) [1]

UNIT CSML5/O14 (FM22 04)   **Manage project processes**

Element O14.2   **Develop and maintain systems for managing health, safety and welfare**

Evidence Requirements — Knowledge & Understanding (cont)

9   How do you record any special site conditions and situations
     which do not comply with regulations? (application) (e)[1]
10   How do you ensure that health, safety and welfare systems
     are checked regularly, in accordance with **organisational
     and statutory requirement**?(application) (e)[1]
11   What do you identify as any special site conditions and
     situations which do not comply with regulations?
     (understanding) (e)[1]

UNIT CSML5/O14 (FM22 04)   Manage Project Processes

Element O14.2   Develop and maintain systems for managing health, safety and welfare

No	Description of Evidence	Performance Criteria					Range																					
		a	b	c	d	e	1a	1b	1c	1d	1e	1f	2a	2b	2c	2d	2e	2f	2g	2h	2i	3a	3b	3c	3d	3e	3f	3g	3h	3i

UNIT CSML5/O14 (FM22 04)   Manage Project Processes

Element O14.2   Develop and maintain systems for managing health, safety and welfare

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O14 (FM22 04)   Manage Project Processes

Element O14.3   Establish and manage project teams activities

Performance Criteria

This involves:

(a) preparing a strategy for the project which makes the best use of the capabilities of all **project team** members
(b) examining **stakeholder** needs and intentions from the brief, discussing them with **stakeholders**, clarifying them and resolving any issues
(c) developing clear parameters which will enable the project to meet the **requirements of the brief and schedules**
(d) setting up **arrangements to achieve effective communication** and trust between **stakeholders**
(e) setting up and agreeing, with the **project team** members, appropriate and realistic **methods for project development, evaluation, modification, monitoring and updating**
(f) identifying potential areas needing **investigation** and agreeing a realistic timescale and costs with the **project team**
(g) motivating, coaching and involving **project team** members to maximise and integrate their contributions to the project development
(h) monitoring the progress of the **project team** and providing **project team** members with feedback on timing, task completion and team processes
(i) coordinating 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

Range

1   Project team
    (a)   client
    (b)   consultants
    (c)   potential contractors
    (d)   potential subcontractors and suppliers
    (e)   partners in the programme

2   Stakeholders
    (a)   the client
    (b)   prospective occupiers/owners
    (c)   prospective users
    (d)   regulatory authorities
    (e)   government agencies
    (f)   public interest organisations
    (g)   public utilities

3   Requirements of the brief and schedule
    (a)   key decision stages
    (b)   planning and programming
    (c)   design approval
    (d)   product of project documentation
    (e)   statutory approvals
    (f)   team meetings
    (g)   procurement
    (h)   construction phase

UNIT CSML5/O14 (FM22 04)   Manage Project Processes

Element O14.3   Establish and manage project teams activities

Range (cont)

4   Arrangements to achieve effective communication
    (a)   oral
    (b)   correspondence
    (c)   reports and presentations
    (d)   organisation and minuting of team meetings and auctioning outcomes
    (e)   key liaison personnel
    (f)   electronic data transfer
    (g)   contingency arrangements

5   Methods for project development, evaluation, modification, monitoring and updating
    (a)   responsibilities
    (b)   format
    (c)   content
    (d)   indexing
    (e)   distributing
    (f)   reviewing
    (g)   resolving conflicts
    (h)   revising
    (i)   quality control/assurance
    (j)   storage
    (k)   security
    (l)   retrieval
    (m)   integration of data

6   Development investigation
    (a)   documentary search
    (b)   investigate research
    (c)   site investigation
    (d)   consultation with stakeholders
    (e)   physical models

UNIT CSML5/O14 (FM22 04)   Manage Project Processes

Element O14.3   Establish and manage project teams activities

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Project strategy(ies) including clarified development intentions, parameters to meet the requirements of the brief and schedules and arrangements to achieve effective communication (a,b,c,d) [1,2,3,4]
2   Records of method(s) for project development, evaluation, modification, monitoring and updating (e,g) [4,6]
3   Record(s) of areas needing investigation, including timescale and costs (f) [1,6]
4   Record(s) of team progress monitoring and feedback (g,h,i) [1]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

1   Team meeting(s) and feedback session(s) (e,g,i) [1,2,3,4,5]

UNIT CSML5/O14 (FM22 04)   Manage Project Processes

Element O14.3   Establish and manage project teams activities

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   How do you discuss and clarify with **stakeholders'** needs and intentions from the brief? (application) (b) [2]
2   How and why do you examine **stakeholder** needs and intentions? (analysis) (b) [2]
3   How and why do you resolve any issues with **stakeholders** ? (synthesis) (b) [2]
4   How and why do you prepare a strategy for the project? (synthesis) (a) [1,2]
5   How and why do you develop parameters which will enable the project to meet the **requirements of the brief and schedules**? (synthesis) (c) [3]
6   How and why do you set up **arrangements to achieve effective communication** and trust between **stakeholders**? (synthesis) (d) [2,4]
7   How and why do you coordinate feedback sessions? (synthesis) (i) [1]
8   How and why do you set up **methods for project development, evaluation, modification, monitoring and updating**? (synthesis) (e) [5]

9   How do you motivate, coach and involve **project team** members? (synthesis) (g) [1]
10   How and why do you agree with the **project team methods for project development, evaluation, modification, monitoring and updating**? (evaluation) (e) [1,5]
11   What do you identify to be potential **development** areas needing **investigation**? (understanding) (f) [6]
12   How and why do you agree a realistic timescale and costs for **development investigation** with the **project team**? (evaluation) (f) [1,6]
13   How do you provide **project team** members with feedback on timing, task completion and team processes? (application) (h) [1,3,4,5]
14   How and why do you monitor the progress of the **project team**? (analysis) (h) [1,3,4,5].

UNIT CSML5/O14 (FM22 04) Manage Project Processes

Element O14.3 **Establish and manage project teams activities**

No	Description of Evidence	Performance Criteria									Range																			
		a	b	c	d	e	f	g	h	i	1a	1b	1c	1d	1e	2a	2b	2c	2d	2e	2f	2g	3a	3b	3c	3d	3e	3f	3g	3h

UNIT CSML5/O14 (FM22 04)   Manage Project Processes

Element O14.3   Establish and manage project teams activities

No	Description of Evidence	Range																												
		4a	4b	4c	4d	4e	4f	4g	5a	5b	5c	5d	5e	5f	5g	5h	5i	5j	5k	5l	5m	5n	6a	6b	6c	6d	6e

UNIT CSML5/O14 (FM22 04)   Manage Project Processes

Element O14.3   Establish and manage project teams activities

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O14 (FM22 04)   Manage Project Processes

Element O14.4   **Implement project organisation and communication systems**

Performance Criteria	**Range**

Performance Criteria

This involves:

(a) identifying the **organisational and communication needs** for the project
(b) implementing 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
(c) producing **information about people's roles and responsibilities**, the project, and the organisational structure, and circulating the information to **stakeholders**
(d) introducing **methods of communicating, reporting, recording and retrieving** information between **stakeholders** which are appropriate to the needs of the project and monitoring the methods regularly for effectiveness
(e) identifying and investigating breakdowns in communication, and taking action to restore effective communication
(f) setting up systems for recording and providing feedback on the ways in which **resources** are allocated and used
(g) auditing health, safety and welfare systems regularly, in accordance with organisational and statutory requirements, and identifying and recording any special site conditions and situations which do not comply with regulations)

Range

1   Organisational and communication needs
    (a)   site management
    (b)   site/head office interface
    (c)   contract administration
    (d)   health, safety, welfare and environment
    (e)   sharing of project data
    (f)   team working
    (g)   design information
    (h)   centralised communication/project database

2   Information about people's roles and responsibilities
    (a)   individual job descriptions, responsibilities and competence
    (b)   organisation charts
    (c)   contractual arrangements
    (d)   team

3   Stakeholders
    (a)   clients
    (b)   consultants
    (c)   contractors
    (d)   subcontractors
    (e)   third parties
    (f)   public utilities
    (g)   emergency services
    (h)   people working on site
    (i)   statutory authorities
    (j)   off-site manufacturing/suppliers

UNIT CSML5/O14 (FM22 04)   Manage Project Processes

Element O14.4   Implement project organisation and communication systems

Range (cont)

4   Methods of communicating, reporting, recording and retrieving
   (a)   oral
   (b)   written
   (c)   graphic
   (d)   electronic

5   Resources
   (a)   people
   (b)   plant and equipment
   (c)   materials and components
   (d)   subcontractors
   (e)   project information
   (f)   work area and facilities

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Record(s) of project organisation and communication systems which have been implemented (a,b) [1]
2   Information about people's roles and responsibilities and the organisational structure which has been circulated (c) [2,3]
3   Record(s) of communicating, reporting, recording and retrieving information which include investigations into breakdowns in communication and the actions taken to resolve them (d,e) [4]
4   System(s) for recording and providing feedback on the allocation and use of resources (e,f) [5]
5   Records of audits of health, safety and welfare systems including any non-compliance with regulations (g) [1]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

UNIT CSML5/O14 (FM22 04)   Manage Project Processes

Element O14.4   Implement project organisation and communication systems

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   What do you identify as the **organisational and communication** needs for the project? (understanding) (a) [1]
2   How do you 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) (b) [1]
3   How do you produce and circulate to **stakeholders information about peoples roles and responsibilities**, the project and the organisational structure? (application) (c) [2,3]
4   What do you identify as breakdowns in communication? (understanding) (e) [1,4]
5   How do you take action to restore effective communication? (application) (e) [1,4]
6   How and why do you monitor the **methods of communicating, reporting, recording and retrieving** information as introduced? (analysis) (d) [4]
7   How and why do you investigate breakdowns in communication? (analysis) (e) [1,4]

8   How and why do you introduce **methods of communicating, reporting, recording and retrieving** information between **stakeholders** which are appropriate to the needs of the project? (synthesis) (d) [3,4]
9   How do you set up systems for recording and providing feedback on the ways in which **resources** are allocated and used? (application) (f) [5]
10   How do you audit health, safety and welfare systems regularly, in accordance with organisational and statutory requirements? (application) (g)[1]
11   How do you identify and record any special site conditions and situations which do not comply with regulations? (application) (g)[1]

UNIT CSML5/O14 (FM22 04)   Manage Project Processes

Element O14.4   Implement project organisation and communication systems

No	Description of Evidence	Performance Criteria									Range								
		a	b	c	d	e	f	g	1a	1b	1c	1d	1e	1f	1g	2a	2b	2c	2d

UNIT CSML5/O14 (FM22 04)   Manage Project Processes

Element O14.4   Implement project organisation and communication systems

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O14 (FM22 04)   Manage Project Processes

Element O14.5   Obtain and evaluate project feedback information and make improvements

Performance Criteria

This involves:

(a) promoting the value of making **improvements from feedback** and encouraging all **those involved in the project** to cooperate and obtain **feedback information**

(b) identifying and agreeing the areas to focus on for making **improvements from feedback**

(c) identifying and agreeing valid and reliable **methods and sources** for obtaining **feedback information** on projects and for assessing and recommending **improvements from feedback**

(d) obtaining, investigating and assessing **feedback information** from all relevant **methods and sources**

(e) reviewing the **feedback information**, matching it against the original requirements and objectives and summarising both positive and negative factors

(f) recommending **improvements from feedback** received and justifying the recommendations to decision makers

(g) classifying **improvements from feedback** which have been agreed and incorporating the improvements accurately into updated procedures and **databases**

(h) summarising changes and **improvements from feedback** which have been agreed and promoting them for adoption and use

Range

1   Improvements from feedback
     (a)   management procedures
     (b)   client, design and construction team performance
     (c)   working arrangements
     (d)   formal and informal communications
     (e)   quality control
     (f)   design and technical appraisal
     (g)   operational appraisal
     (h)   performance in use
     (i)   benchmarking
     (j)   post project review

2   Those involved with the project
     (a)   the design team
     (b)   specialist consultants
     (c)   the client
     (d)   contractors
     (e)   site inspectorate
     (f)   users
     (g)   managing agents
     (h)   stakeholders

3   Feedback information
     (a)   approved providers
     (b)   contract documentation
     (c)   project documentation
     (d)   organisational documentation
     (e)   standard details
     (f)   specifications
     (g)   product information

UNIT CSML5/O14 (FM22 04)   Manage Project Processes

Element O14.5   Obtain and evaluate project feedback information and make improvements

Range (cont)

3   Feedback information (cont)
    (h)   government and statutory publications
    (i)   research and advisory data
    (j)   periodicals and abstracts

4   Methods and sources
    (a)   project records and documentation
    (b)   site inspections
    (c)   scientific research and data
    (d)   studies of performance in use
    (e)   meetings
    (f)   questionnaires
    (g)   reports

5   Databases
    (a)   manual files
    (b)   library
    (c)   standard drawings
    (d)   specifications
    (e)   pro-forma
    (f)   computer
    (g)   online

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Record(s) of promotion of and agreement on, obtaining and making improvements from feedback (a,b,c) [1,2,3,4]
2   Record(s) of obtained feedback information which includes investigation, assessment, review and summary recommendations for improvements (d,e,f) [1,3,4]
3   Record(s) of improvements classified into procedures and databases and promotion (g,h) [1,5]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

UNIT CSML5/O14 (FM22 04)   Manage Project Processes

Element O14.5   Obtain and evaluate project feedback information and make improvements

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   What do you identify as the areas to focus on for making **improvements from feedback**? (understanding) (b) [1]
2   How do you summarise changes and **improvements from feedback** which have been agreed? (application) (h) [1]
3   How and why do you recommend **improvements from feedback** received to decision makers? (synthesis) (f) [1]
4   How and why do you promote changes and **improvements from feedback** which have been agreed for adoption and use? (synthesis) (h) [1]
5   How and why do you agree the areas to focus on for making **improvements from feedback**? (evaluation) (b) [1]
6   How and why do you justify the recommendations to decision makers? (evaluation) (f) [1]
7   How and why do you promote the value of making **improvements from feedback**? (synthesis) (a) [1,2]
8   How do you encourage all **those involved in the project** to cooperate and obtain **feedback information**? (application) (a) [2,3]

9   How do you summarise both positive and negative factors from the **feedback information**? (application) (e) [3]
10   How and why do you review the **feedback information**? (analysis) (e) [3]
11   How and why do you match **feedback information** against the original requirements and objectives? (synthesis) (e) [3]
12   What do you identify as valid and reliable **methods and sources** for obtaining **feedback information** on projects and for assessing and recommending **improvements from feedback**? (understanding) (c) [1,3,4]
13   How do you obtain **feedback information** from all relevant **methods and sources**? (application) (d) [3,4]
14   How and why do you investigate and assess **feedback information** from all relevant **methods and sources**? (analysis) (d) [3,4]
15   (How and why do you agree valid and reliable **methods and sources** for obtaining **feedback information** on projects and for assessing and recommending **improvements from feedback**? (evaluation) (c) [1,3,4]
16   How do you classify **improvements from feedback** which have been agreed and incorporate **improvements from feedback** accurately into updated procedures and **databases**? (application) (g) [1,5]

UNIT CSML5/O14 (FM22 04)   Manage Project Processes

Element O14.5   Obtain and evaluate project feedback information and make improvements

No	Description of Evidence	Performance Criteria								Range									
		a	b	c	d	e	f	g	h	1a	1b	1c	1d	1e	1f	1g	1h	1i	1j

UNIT CSML5/O14 (FM22 04)   Manage Project Processes

Element O14.5   Obtain and evaluate project feedback information and make improvements

No	Description of Evidence	Range																
		2a	2b	2c	2d	2e	2f	2g	2h	3a	3b	3c	3d	3e	3f	3g	3h	3i	1j

UNIT CSML5/O14 (FM22 04)   Manage Project Processes

Element O14.5   Obtain and evaluate project feedback information and make improvements

No	Description of Evidence	Range													
		2a	2b	2c	2d	2e	2f	2g	3a	3b	3c	3d	3e	3f	3g

UNIT CSML5/O14 (FM22 04)   Manage Project Processes

Element O14.5   Obtain and evaluate project feedback information and make improvements

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: **Date:**

Assessor: **Date:**

Internal Verifier: **Date:**

UNIT CSML5/O15 (FM23 04)   Control Projects

This Unit has the following Elements:

CSML5/O15.1   Control projects against quality standards
CSML5/O15.2   Ensure project compliance with legal and statutory requirements
CSML5/O15.3   Control project progress against agreed programme
CSML5/O15.4   Control project value and costs

Unit Summary

This is an Optional Unit for all three routes and is particularly applicable to Production and Contracts Managers and Project Managers. You will identify quality standards and pass them to the project team. You will set up systems for recording the quality of work against these standards, and identify how unacceptable quality standards are corrected. You will provide evidence of how the project team are kept informed on quality issues and identify how improvements are implemented.

You will identify the current legal and statutory requirements and how they are briefed to the project team. You will need to ensure that consents are obtained. You will identify situations which do not comply with current requirements and how these non-conformances are rectified. You will identify any changes in requirements and, in particular, how these changes are briefed to the project team.

You will need to demonstrate the production of a project programme, with particular reference to the resources available, deviations from the agreed programme, and how deviations are identified and quantified. You will need to demonstrate knowledge of the corrective actions required to restore progress in accordance with agreed programmes.

You will develop appropriate project value and cost control systems, identifying the required value and cost data, and ensure that any variations are investigated thoroughly that the appropriate corrective action is taken and final accounts are agreed. You will ensure that realistic opportunities for cost savings are identified and costed correctly, and recommended to the project team.

UNIT CSML5/O15 (FM23 04)   Control Projects

Element O15.1   Control projects against quality standards

Performance Criteria

This involves:

(a) identifying and interpreting **quality standards** from available information and passing them to the **project team** for their implementation, before they start work
(b) setting up **systems** for inspecting, controlling and recording the quality of work against specified **quality standards**
(c) requiring unacceptable **quality standards** to be corrected and notifying the **project team** if this is not done within a reasonable time
(d) informing the **project team** regularly about significant variations in **quality standards**, programme and safety implications, and suggesting the decisions which they need to make and actions they need to take
(e) identifying improvements from feedback received and recommending them to the **project team** and agreeing amendments to the contract quality requirements and specifications and recording them

Range

1   Quality standards
    (a)   statutory requirements
    (b)   project specifications
    (c)   British Standards
    (d)   International Standards
    (e)   Codes of Practice
    (f)   organisation standards
    (g)   benchmarks

2   Project team
    (a)   client
    (b)   consultants
    (c)   contractors
    (d)   subcontractors and suppliers
    (e)   partners in the programme

3   Systems
    (a)   inspection and test plans
    (b)   implementing corrective action
    (c)   records
    (d)   site meetings
    (e)   contractors reports
    (f)   audits

UNIT CSML5/O15 (FM23 04)   Control Projects

Element O15.1   Control projects against quality standards

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Record(s) of identified quality standards (a,b) [1,2]
2   Record(s) of systems for inspection and control which include quality checks, corrective action taken by people responsible (b,c) [All]
3   Record(s) of information referred to others which include(s) correcting unacceptable quality standards, notifications to the project team about non-compliance, variations in quality standards, programme and safety implications, recommended improvements from feedback, amendments to contract quality requirements and specifications (c,d,e) [1]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

UNIT CSML5/O15 (FM23 04)   Control Projects

Element O15.1   Control projects against quality standards

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   What do you identify as **quality standards**? (understanding) (a) [1]
2   How do you require unacceptable **quality standards** to be corrected and notify the **project team** if **quality standards** are not corrected within a reasonable time? (application) (c) [1,2]
3   How do you inform **project team** about significant variations in **quality standards**, programme and safety implications? (application) (d) [1,2]
4   How do you record amendments to the contract quality requirements and specifications? (application) (e) [1]
5   How and why do you suggest the decisions which the **project team** need to make about significant variations in **quality standards** and the actions they need to take? (synthesis) (d) [1,2]
6   How and why do you agree amendments to the contract quality requirements and specifications? (evaluation) (e) [1]
7   How do you interpret **quality standards**? (analysis) (a) [1,2]

8   How do you pass **quality standards** on to **project team** for implementing them before they start work? (application) (a) [1,2]
9   What do you identify as improvements from feedback received? (understanding) (e) [2]
10 How and why do you recommend improvements to **project team**? (synthesis) (e) [2]
11 How and why do you set up **systems** for inspecting and controlling and recording the quality of work against specified **quality standards**? (synthesis) (b) [1,3]

UNIT CSML5/O15 (FM23 04)　　　Control Projects

Element O15.1　　　Control projects against quality standards

No	Description of Evidence	Performance Criteria					Range																	
		a	b	c	d	e	1a	1b	1c	1d	1e	1f	1g	1h	2a	2b	2c	2d	2e	3a	3b	3c	3d	3e	3f

UNIT CSML5/O15 (FM23 04)   Control Projects

Element O15.1   Control projects against quality standards

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O15 (FM23 04)   Control Projects

Element O15.2   Ensure project compliance with legal and statutory requirements

Performance Criteria

This involves:

(a) identifying and interpreting **legal and statutory** requirements from available information and clarifying them where there is uncertainty

(b) ensuring that required **legal and statutory** consents are obtained

(c) briefing the **project team** about their **legal and statutory** responsibilities to those responsible for implementing them before they start work on the contract

(d) developing and implementing **monitoring systems**, collecting information regularly and summarising it

(e) identifying situations which do not comply with **legal and statutory** requirements, investigating the circumstances thoroughly and taking appropriate **corrective action**

(f) identifying any changes in **legal and statutory** requirements which may have an impact on the project, summarising the important details and passing this on to the **project team**

(g) completing statutory submissions accurately and on time

Range

1   Legal and statutory
(a)   planning approvals
(b)   Building Control
(c)   Environmental Health
(d)   health, safety and welfare
(e)   environment (eg noise, dust, transport, emissions, waste management)
(f)   fire
(g)   utilities
(h)   highways
(i)   heritage and ecology
(j)   employment practice
(k)   bylaws
(l)   insurance and warranties

2   Project team
(a)   client
(b)   consultants
(c)   contractors
(d)   subcontractors and suppliers
(e)   partners in the programme

3   Monitoring systems
(a)   inspection and test plans
(b)   implementing corrective action
(c)   records
(d)   site message
(e)   contractors reports
(f)   audits

UNIT CSML5/O15 (FM23 04) Control Projects

Element O15.2 Ensure project compliance with legal and statutory requirements

Range (cont)

4 Corrective action
  (a) restore compliance
  (b) agree waiver

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1 Record(s) of implemented monitoring systems which include legal and statutory requirements identified from collected information, non-complying situations, investigations and corrective action, identified and referred new legal and statutory requirements (a,b,d,e,f) [all]
2 Record(s) of briefing(s) provided to the project team (c) [2]
3 Record(s) of statutory returns which have been completed (g) [1,3]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

UNIT CSML5/O15 (FM23 04)   Control Projects

Element O15.2   Ensure project compliance with legal and statutory requirements

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   What do you identify as **legal and statutory** requirements? (understanding) (a) [1]
2   How do you interpret **legal and statutory** requirements? (analysis) (a) [1]
3   How do you clarify **legal and statutory** requirements where there is uncertainty? (application) (a) [1]
4   How do you ensure that required **legal and statutory** consents are obtained? (applicable) (b) [1]
5   How do you brief the **project team** on **legal and statutory** responsibilities before they start work on the contract? (application) (c) [1,2]
6   How and why do you investigate the circumstances of situations which do not comply with **legal and statutory** requirements? (analysis) (e) [1,4]
7   How and why do you develop **monitoring systems**? (synthesis) (d) [3]
8   How do you complete statutory submissions? (application) (g) [1,4]

9   What do you identify as situations which do not comply with **legal and statutory** requirements? (understanding) (e) [1,4]
10   What do you identify as changes in **legal and statutory** requirements which may have an impact on the project? (understanding) (f) [1,4]
11   How do you summarise and pass on the important details of any changes in **legal and statutory** requirements which may have an impact on the project? (application) (f) [1,2]
12   How do you implement **monitoring systems** and collect and summarise information? (application) (d) [3]

UNIT CSML5/O15 (FM23 04)   Control Projects

Element O15.2   Ensure project compliance with legal and statutory requirements

No	Description of Evidence	Performance Criteria							Range											
		a	b	c	d	e	f	g	1a	1b	1c	1d	1e	1f	1g	1h	1i	1j	1k	1l

UNIT CSML5/O15 (FM23 04)   Control Projects

Element O15.2   Ensure project compliance with legal and statutory requirements

No	Description of Evidence	Range (cont)												
		2a	2b	2c	2d	2e	3a	3b	3c	3d	3e	3f	4a	4b

UNIT CSML5/O15 (FM23 04)   Control Projects

Element O15.2   Ensure project compliance with legal and statutory requirements

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: **Date:**

Assessor: **Date:**

Internal Verifier: **Date:**

UNIT CSML5/O15 (FM23 04)   Control Projects

Element O15.3   Control project progress against agreed programme

Performance Criteria	**Range**
This involves:	**1 Information**
	(a) visual inspection
(a) developing and implementing systems to monitor and record **information** on the progress of the project against the agreed programme	(b) resource records
	(c) site inspection records
	(d) contractors' reports
(b) collecting **information** regularly and summarising it accurately	(e) certified payments
	(f) written, graphical and electronic records of actual work against programmed work
(c) identifying inadequately and inappropriately specified **resources**, informing **project team** and specifying and obtaining alternative **resources**	(g) photographs
	(h) site meetings
(d) ensuring that any **deviations** are identified and **quantified** from planned progress which have occurred, or which may occur, and which could affect the programme	(i) organisational procedures
	(k) management reports
	(l) benchmarks
(e) investigating the circumstances of any **deviations** thoroughly and agreeing and implementing appropriate **corrective action**	(m) comparisons with project requirements
	(n) programmes
	(o) schedule of deliverables
(f) recommending options which are most likely to minimise increases in time and help the project progress, and passing these on to the **project team**	**2 Resources**
	(a) people
(g) regularly informing the **project team** and **stakeholders** about progress, changes to the programme, **resource** needs, and suggesting the decisions and actions that need to be taken	(b) plant and equipment
	(c) material and components
	(d) finance
	(e) time
(h) identifying improvements from feedback received and recommending them to **project team and stakeholders**	(f) specialist services
	(g) public utility services
	(h) information

UNIT CSML5/O15 (FM23 04)   Control Projects

Element O15.3   Control project progress against agreed programme

Range (cont)

3   Project team
   (a)   client
   (b)   consultants
   (c)   contractors
   (d)   subcontractors and suppliers
   (e)   partners in the programme

4   Quantifying
   (a)   method study
   (b)   work study
   (c)   production analysis

5   Deviations
   (a)   resource shortages
   (b)   design problems and constraints
   (c)   industrial disputes
   (d)   lack of essential construction information
   (e)   construction errors and rework
   (f)   inclement weather
   (g)   physical (site) constraints
   (h)   legal
   (i)   social
   (j)   environmental
   (k)   poor scope definition

6   Corrective action
   (a)   restore progress in accordance with agreed programme
   (b)   agree new completion dates
   (c)   secure additional resources
   (d)   alter planned work

7   Stakeholders
   (a)   the client
   (b)   prospective occupiers/owners
   (c)   prospective users
   (d)   regulatory authorities
   (e)   government agencies
   (f)   public interest organisations
   (g)   public utilities

UNIT CSML5/O15 (FM23 04)   Control Projects

Element O15.3   Control project progress against agreed programme

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Progress monitoring and recording system(s) including record(s) which include collected and summarised information (a,b) [1,2]
2   Record(s) of identified and quantified deviation(s) which include investigated inadequate and inappropriate specified resources, specified alternatives and agreed corrective action (c,d,e) [2,3,4,5,6,7]
3   Record(s) of information and recommendations about progress passed to project team which include options likely to minimise increases in time, changes, resource needs, suggested decisions and improvements from feedback (f,g,h) [3,6,7]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

UNIT CSML5/O15 (FM23 04)   Control Projects

Element O15.3   Control project progress against agreed programme

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   How do you implement systems to monitor and record the **information** on the progress of the project against the agreed programme, and collect and summarise **information**? (application) (a,b) [1,2]
2   How and why do you develop systems to monitor and record the **information** on progress of the project against the agreed programme? (synthesis) (a) [1,2]
3   What do you identify as inadequately and inappropriately specified **resources**? (understanding) (c) [2,3]
4   How do you inform the **project team** about inadequately and inappropriately specified **resources**, and obtain alternative **resources**? (application) (c) [2,3]
5   How and why do you specify alternative **resources**? (evaluation) (c) [2,3]
6   How do you ensure that any **deviations** are identified from planned progress which have occurred, or which may occur, and which could affect the programme? (application) (d) [5]
7   How do you ensure that any **deviations** from planned progress are **quantified**? (application) (d) [4,5]

8   How and why do you investigate the circumstances of any **deviations**? (analysis) (e) [5,6]
9   What do you identify as improvements from feedback received? (understanding) (h) [3,7]
10 How do you implement **corrective action**? (application) (e) [5,6]
11 How and why do you recommend options which are most likely to minimise increases in time and help the project progress? (synthesis) (f) [2,3]
12 How and why do you agree **corrective action** in the circumstances of any **deviations**? (evaluation) (e) [5,6]
13 How do you pass options to the **project team**? (application) (f) [3]
14 How do you regularly inform the **project team** about progress, changes to the programme, and **resource** needs? (application) (g)[2,3]
15 How and why do you recommend improvements to **project team** and **stakeholders**? (synthesis) (h) [3,7]
16 How and why do you suggest the decisions and actions that need to be taken? (synthesis) (g) [2,3,7]

UNIT CSML5/O15 (FM23 04)   Control Projects

Element O15.3   Control project progress against agreed programme

No	Description of Evidence	Performance Criteria								Range													
		a	b	c	d	e	f	g	h	1a	1b	1c	1d	1e	1f	1g	1h	1i	1j	1k	1l	1m	1n

UNIT CSML5/O15 (FM23 04)   Control Projects

Element O15.3   Control project progress against agreed programme

No	Description of Evidence	Range															
		2a	2b	2c	2d	2e	2f	2g	2h	3a	3b	3c	3d	3e	4a	4b	4c

UNIT CSML5/O15 (FM23 04)   Control Projects

Element O15.3   Control project progress against agreed programme

No	Description of Evidence	Range																					
		5a	5b	5c	5d	5e	5f	5g	5h	5i	5j	5k	6a	6b	6c	6d	7a	7b	7c	7d	7e	7f	7g

UNIT CSML5/O15 (FM23 04)   Control Projects

Element O15.3   Control project progress against agreed programme

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O15 (FM23 04)   Control Projects

Element O15.4   Control project value and costs

Performance Criteria

This involves:

(a) ensuring that appropriate **project cost control systems** are developed and implemented which are able to provide early warning of problems
(b) ensuring that **value and cost data** is collected regularly, recorded correctly and passed on to the people who need it in time for them to be able to use it
(c) ensuring that the correct work **value and cost data** are calculated from measurement of work quantity and payment rates
(d) ensuring that accurate **value and cost data** is prepared and presenting it in a format which will help people to make decisions
(e) ensuring that variations and trends in **value and cost data** are identified and quantifying and costing them
(f) ensuring that any variations are investigated thoroughly and appropriate **corrective action** is agreed and implemented with the **project team** which will restore costs and expenditure to budget
(g) ensuring that systems and processes are developed and implemented for identifying **opportunities for cost savings** and recommending them to the **project team**
(h) ensuring that realistic **opportunities for cost savings** are identified and costed correctly and recommending them to the **project team**

Range

1   Project cost control systems
(a) contractual procedures and meetings
(b) operational procedures and meetings
(c) risk register

2   Value and cost data
(a) materials and quantities
(b) plant
(c) people
(d) subcontractors
(e) dayworks
(f) periodic valuations
(g) final accounts
(h) retention sums
(i) forecasts of expenditure
(j) performance information
(k) indirect costs
(l) variations

3   Corrective action
(a) client
(b) consultants
(c) subcontractors and suppliers
(d) partners in the programme

UNIT CSML5/O15 (FM23 04) Control Projects

Element O15.4 Control project value and costs

Range (cont)

4 Project team
  (a) client
  (b) consultants
  (c) contractors
  (d) subcontractors and suppliers
  (e) partners in the programme

5 Opportunities for cost saving
  (a) waste reduction and management
  (b) resource management and logistics
  (c) applications of new technologies and materials
  (d) recyclable materials
  (e) alternative sources and types of materials
  (f) plant and labour which meet project requirements
  (g) variations in quality
  (h) standardisation
  (i) value engineering
  (j) lean construction principles

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1 Contract cost control system(s) which include records of quantities and cost data collection, calculations of work values and cost data (a,b,c,d,e) [1,2]
2 Record(s) of corrective action to restore costs and expenditure to budget which include identified and investigated variations and trends in quantities, value and cost data (e,f) [2,3,4]
3 Record(s) of system(s) and process(es) for identifying opportunities for cost-savings which have been developed, implemented, costed and recommended (g,h) [4,5]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

UNIT CSML5/O15 (FM23 04)   Control Projects

Element O15.4   Control project value and costs

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   How do you ensure that appropriate **project cost control systems** are developed and implemented which are able to provide early warning of problems? (application) (a) [1]
2   How do you ensure that **value and cost data** is collected regularly, recorded correctly and passed on to the people who need it in time for them to be able to use it? (application) (b) [2]
3   How do you ensure that the correct work **values and cost data** are calculated from measurement of work quantity and payment rates? (application) (c) [2]
4   How do ensure that accurate **value and cost data** is prepared and presented in a format which will help people to make decisions? (application) (d) [2]
5   How do you ensure that variations and trends in **value and cost data** are identified and quantifying and costing them? (application) (e) [2]

6   How do you ensure that any variations are investigated thoroughly and appropriate **corrective action** is agreed and implemented with the **project team** which will restore costs and expenditure to budget? (application) (f) [3,4]
7   How do you ensure that systems and processes are developed and implemented for identifying **opportunities for cost savings** and recommending them to the **project team**? (application) (g) [4,5]
8   How do you ensure that realistic **opportunities for cost savings** are identified and costed correctly and recommended to the **project team**? (application) (h) [4,5]

UNIT CSML5/O15 (FM23 04)   Control Projects

Element O15.4   Control project value and costs

No	Description of Evidence	Performance Criteria								Range												
		a	b	c	d	e	f	g	h	1a	1b	1c	2a	2b	2c	2d	2e	2f	2g	2h	2i	2j	2k	2l

UNIT CSML5/O15 (FM23 04)   Control Projects

Element O15.4   Control project value and costs

No	Description of Evidence	Range																		
		3a	3b	3c	3d	4a	4b	4c	4d	4e	5a	5b	5c	5d	5e	5f	5g	5h	5i	5j

UNIT CSML5/O15 (FM23 04)   Control Projects

Element O15.4   Control project value and costs

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O16 (FM21 04)   Control Income and Expenditure

This Unit has the following Elements:

CSML5/O16.1   Allocate organisational budgets
CSML5/O16.2   Prepare and agree reimbursement for loss and expense

Unit Summary

This is an Optional Unit for all three routes. It is about identifying responsibilities for the control of budgets and expenditure, and providing the necessary guidance and training in the agreed procedures and format.

A clear line of communication should be organised in order that there is no duplication and/or ambiguity for those with the financial responsibility.

You will need to establish a recording process in order that all relevant parties have access to and are able to interpret the information.

You will need the authority to authorise or amend procedures to overcome unexpected variances or problems, similarly you will need to identify a contingency plan to cover for the unexpected occurrence.

You will require the ability to assess and counter unsubstantiated claims against your organisation for additional monies. You will also be able to develop and prepare a robust document to support your own claims for additional monies.

You will need strong negotiating skills to deal with all parties in a fair and professional manner.

You will need to be able to record and document any decisions taken which will need to stand up to scrutiny by others.

UNIT CSML5/O16 (FM21 04)   Control Income and Expenditure

Element O16.1   Allocate organisational budgets

Performance Criteria

This involves:

(a) identifying responsibilities for budgetary control and allocations under the **budget headings** of **financial plans**
(b) identifying an appropriate method of maintaining overall control of the budget, producing guidance documents and circulating the information to those responsible
(c) identifying appropriate methods for presenting, in a suitable format, financial information to responsible personnel
(d) issuing allocations under **budget headings**, **cash flow calculations** and reporting requirements to those with financial responsibilities
(e) authorising expenditure and changes to budgets and issuing the information to those responsible
(f) identifying and agreeing appropriate methods and timescales for reporting **contingencies** and **variances**
(g) resolving queries and discrepancies over allocated budgets

Range

1   **Budget headings**
    (a)   earned income
    (b)   employment costs
    (c)   capital plant and equipment
    (d)   materials
    (e)   liabilities
    (f)   subcontract costs
    (g)   consumables

2   **Financial plans**
    (a)   forecasts
    (b)   budgets
    (c)   cash flow

3   **Cash flow calculations**
    (a)   income receivable
    (b)   expenditure

4   **Contingencies**
    (a)   delays in receivables
    (b)   project and contract delays
    (c)   interruptions
    (d)   risk

5   **Variances**
    (a)   overspend
    (b)   underspend

UNIT CSML5/O16 (FM21 04)   Control Income and Expenditure

Element O16.1   Allocate organisational budgets

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Guidance document(s) which include(s) responsibilities for budgetary control and allocations and methods for maintaining overall control of the budget and formats for presentation (a,b,c) [1,2]
2   Record(s) of budget allocation(s) issued and cash flow calculations and reporting requirements (d) [1,3,4]
3   Record(s) showing the authorisation of expenditure and changes to budgets (e) [1]
4   Record(s) of method(s) and timescales agreed for reporting contingencies and variances (f) [4,5]
5   Record(s) showing queries and discrepancies resolved (g) [1,5]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

UNIT CSML5/O16 (FM21 04)   Control Income and Expenditure

Element O16.1   Allocate organisational budgets

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   What do you identify as appropriate methods for presenting financial information to responsible personnel? (understanding) (c) [1]
2   How do you issue information about expenditure and changes to budgets to those responsible? (application) (e) [1]
3   How and why do you authorise expenditure and changes to budgets? (evaluation) (e) [1]
4   What do you identify as responsibilities for budgetary control and allocations under the **budget headings** of **financial plans**? (understanding) (a) [1,2]
5   What do you identify as an appropriate method of maintaining overall control of the budget? (understanding) (b) [1,2]
6   How do you produce guidance documents and circulate the information to those responsible? (application) (b) [1,2]
7   How do you issue allocations under **budget headings**, **cash flow calculations** and reporting requirements to those with financial responsibilities? (application) (d) [1,3]

8   What do you identify as appropriate methods and timescales for reporting **contingencies** and **variances**? (understanding) (f) [4,5]
9   How and why do you resolve queries and discrepancies over allocated budgets? (synthesis) (g) [1,4,5]
10   How and why do you agree appropriate methods and timescales for reporting **contingencies** and **variances**? (evaluation) (f) [4,5]

UNIT CSML5/O16 (FM21 04)   Control Income and Expenditure

Element O16.1   **Allocate organisational budgets**

No	Description of Evidence	Performance Criteria							Range																
		a	b	c	d	e	f	g	1a	1b	1c	1d	1e	1f	1g	2a	2b	2c	3a	3b	4a	4b	4c	4d	5a	5b

UNIT CSML5/O16 (FM21 04)   Control Income and Expenditure

Element O16.1   Allocate organisational budgets

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O16 (FM21 04)   Control Income and Expenditure

Element O16.2   Prepare and agree reimbursement for loss and expense

Performance Criteria

This involves:

(a) assessing the basis of **claims** and criteria for recovery against the contract and relevant **expert** opinion, and progressing and structuring valid **claims** which can be substantiated
(b) calculating **claims** accurately from relevant and verified **information sources**
(c) identifying the liability for the **cost** and informing the people involved in the contract
(d) **analysing** the opposing grounds for the **claims**, structuring the **claims** clearly and presenting them
(e) negotiating and agreeing amendments to the **claim** with the people involved in the contract
(f) conducting negotiations with the people involved in the contract in a professional manner
(g) recording documents, back-up information and calculations accurately, referencing them clearly and storing them so that they can be easily referred to for audit and reference

Range

1   **Claims — resulting form**
(a) measurement
(b) valuation of variations
(c) liability for costs
(d) loss and expense arising from breaches of contract
(e) extensions of time
(f) damages arising from extra-contractual consideration

2   **Expert**
(a) legal
(b) technical

3   **Information sources**
(a) contract provisions
(b) contract claims for payment
(c) dimensions and approximations from latest revisions of contract drawings
(d) records of executed work
(e) inspections of work in progress
(f) contract documents

4   **Costs**
(a) re-work
(b) additional work
(c) programme implications
(d) increased complexity
(e) logistical implications

UNIT CSML5/O16 (FM21 04)   Control Income and Expenditure

Element O16.2   Prepare and agree reimbursement for loss and expense

Range (cont)

5   Analysing
    (a)   claimants analysis
    (b)   respondents analysis

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Record(s) of progressed and valid claims (a) [1,2,3]
2   Record(s) of negotiations and claims which include back-up information, calculations, analyses of opposing grounds for claim and agreed amendments (b,c,d,e,f,g) [All]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

1   (1) Presentation(s) to and negotiations with people involved in the contract (c,d,e) [1,2,4]

UNIT CSML5/O16 (FM21 04)   Control Income and Expenditure

Element O16.2   Prepare and agree reimbursement for loss and expense

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   What do you identify as the liability for the **cost**? (understanding) (c) [4]
2   How do you progress and structure valid **claims**? (application) (a) [1]
3   How do you inform the people involved in the contract about liabilities for the **cost?** (application) (c) [4]
4   How and why do you negotiate with the people involved in the contract? (synthesis) (e) [1,2]
5   How and why do you agree amendments to the **claim** with the people involved in the contract? (synthesis) (e) [1,2]
6   How do you record, reference and store documents, back-up information and calculations accurately? (application) (g)[3]
7   How and why do you assess the basis of **claims** and criteria for recovery against the contract and relevant **expert** opinion? (analysis) (a) [1,2]
8   How do you calculate **claims** from **information sources**? (application) (b) [1,3]
9   How do you structure and present the **claims** clearly? (application) (d) [1,5]

10   How and why do you **analyse** the opposing grounds for the **claims**? (analysis) (d) [1,5]

UNIT CSML5/O16 (FM21 04)   Control Income and Expenditure

Element O16.2   Prepare and agree reimbursement for loss and expense

No	Description of Evidence	Performance Criteria							Range																			
		a	b	c	d	e	f	g	1a	1b	1c	1d	1e	1f	2a	2b	3a	3b	3c	3d	3e	3f	4a	4b	4c	4d	4e	5a	5b

UNIT CSML5/O16 (FM21 04)   Control Income and Expenditure

Element O16.2   Prepare and agree reimbursement for loss and expense

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: **Date:**

Assessor: **Date:**

Internal Verifier: **Date:**

UNIT CSML5/O17 (FM24 04)   Evaluate and Progress the Resolution of Disputes

This Unit has the following Elements:

CSML5/O17.1   Evaluate potential implications for the resolution of disputes
CSML5/O17.2   Negotiate and progress the resolution of disputes

Unit Summary

This is an Optional Unit for all three routes and is particularly applicable to Commercial Managers.

This Unit is about having the experience and ability to assess the background and basis of a dispute as well as its merits in terms of its contractual context. In this process you will need to identify the strengths and weaknesses of the case being made.

You will need to assess and evaluate the documentation and supporting evidence in a logical and methodical manner which can be recorded and interpreted by others.

You will need to assess your own limitations and recommend, as necessary the support and guidance from legal advisors.

You will need to identify and quantify the potential outcomes along with the potential risks in both the long and short term

You should be familiar with the various options available and be able to make a considered judgement on the correct course of action, taking all contingencies into account.

You will need to be able to supervise the preparation of the necessary submission documentation in a clear and concise manner with no ambiguities or anomalies. In doing this you should check the robustness of the arguments being tabled to check if they will stand up to scrutiny.

You will need to be able to produce contractual binding correspondence and keep all relevant parties advised of the progress and outcome on the dispute.

UNIT CSML5/O17 (FM24 04)   Evaluate and Progress the Resolution of Disputes

Element O17.1   Evaluate potential implications for the resolution of disputes

Performance Criteria

This involves:

1   summarising the type and nature of the **dispute** and its legal context
2   assessing the strengths and weaknesses of the case and making a judgement about the potential outcomes
3   evaluating all the **information which is relevant to the dispute**, identifying **information** which will support the case and summarising and justifying it in a reasoned argument
4   identifying what **expertise and support** will be needed at different stages of the **dispute**
5   consulting with experts, and providing them with a clear, valid and accurate summary, in cases where expert interpretation and judgement is required
6   assessing the arguments and the advice received from experts, producing justifiable conclusions and recommendations for further action and passing these to the people involved in the **dispute**
7   assessing the implications of proceeding with the case
8   identifying potential **options for settling the dispute** which are based on relevant information and accurate assessments
9   identifying potential responses to the **options for settling the dispute** and assessing the risk involved
10   recommending a **process for settling the dispute** which is likely to be most acceptable to all the people involved and which meets legal requirements
11   specifying, clearly, the **process for settling the dispute** which has been agreed and preparing written terms and conditions

12   advising against proceeding where the **dispute** is neither valid nor credible, and offering realistic advice on alternative approaches

UNIT CSML5/O17 (FM24 04)   Evaluate and Progress the Resolution of Disputes

Element O17.1   Evaluate potential implications for the resolution of disputes

Range

1   Dispute — types
   (a)   land
   (b)   property
   (c)   construction
   (d)   contracts
   (e)   agreements
   (f)   third party claims

2   Information which is relevant to the dispute
   (a)   contract documents
   (b)   correspondence
   (c)   instructions
   (d)   contract records
   (e)   technical reports
   (f)   witness testimony
   (g)   other evidential material
   (h)   experts

3   Expertise and support in
   (a)   legal
   (b)   technical

4   Options and processes for settling the dispute
   (a)   re-negotiation
   (b)   negotiation at higher levels of authority
   (c)   conciliation and arbitration services
   (d)   formal dispute resolution
   (e)   legal action

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Assessment(s) of the type and nature and the strengths and weaknesses of the case, the expert support needed and the implications of proceeding (a,b,c,d,g) [1,2]
2   Records of assessments of options for settling disputes (e,f,h) [3]
3   Records of recommendations and assessment of the arguments and the advice received from experts (e,f,g) [all]
4   Recommendations and specifications for the process of settling disputes (g,h,i,j,k) [1,3]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

UNIT CSML5/O17 (FM24 04)   Evaluate and Progress the Resolution of Disputes

Element O17.1   Evaluate potential implications for the resolution of disputes

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   How and why do you assess the strengths and weaknesses of the case? (analysis) (b) [1]
2   How and why do you advise against proceeding where the **dispute** is neither valid nor credible and offer realistic advice on alternative approaches? (synthesis) (l) [1]
3   How do you summarise the type and nature of the **dispute** and its legal context? (application) (a) [1]
4   How and why do you make a judgement about the potential outcomes of the case? (evaluation) (b) [1]
5   What **expertise and support** do you identify will be needed at different stages of the **dispute**? (understanding) (d) [1,3]
6   What do you identify as potential **options for settling the dispute**? (understanding) (h) [4]
7   How do you summarise **information** which will support the case? (application) (c) [1,2]
8   How and why do you assess the implications of proceeding with the case? (analysis) (g) [1]
9   How and why do you recommend a **process for settling the dispute**? (synthesis) (j) [4]

10   How and why do you evaluate all the **information which is relevant to the dispute** and justify **information** which will support the case? (evaluation) (c) [1,2]
11   How do you produce justifiable conclusions and recommendations for further action and pass them to the people involved in the **dispute**? (application) (f) [1,2,3]
12   How do you consult with experts? (application) (e) [3]
13   How and why do you assess the arguments and the advice received from experts? (analysis) (f) [2,3]
14   How and why do you specify the **process for settling the dispute** which has been agreed and prepare written terms and conditions? (evaluation) (k) [4]
15   How and why do you provide experts with a clear, valid and accurate summary? (synthesis) (e) [all]
16   How and why do you assess the risk involved in **options for settling the dispute**? (analysis) (i) [4]
17   How do you identify potential responses to the **options for settling the dispute**? (understanding) (i)[4]

UNIT CSML5/O17 (FM24 04)   Evaluate and Progress the Resolution of Disputes

Element O17.1   **Evaluate potential implications for the resolution of disputes**

No	Description of Evidence	Performance Criteria												Range																				
		a	b	c	d	e	f	g	h	i	j	k	l	1a	1b	1c	1d	1e	1f	2a	2b	2c	2d	2e	2f	2g	2h	3a	3b	4a	4b	4c	4d	4e

UNIT CSML5/O17 (FM24 04)   Evaluate and Progress the Resolution of Disputes

Element O17.1   Evaluate potential implications for the resolution of disputes

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O17 (FM24 04)   Evaluate and Progress the Resolution of Disputes

Element O17.2   Negotiate and progress the resolution of disputes

Performance Criteria

This involves:

(a) preparing documents about the **dispute** which have a clear rationale, and which include valid supporting information
(b) keeping regular contact with the people involved in the **dispute** and investigating and proposing **options and processes for settling the dispute**, which are likely to be acceptable to them
(c) reviewing **reactions and proposals** from opposite parties and recommending a **response**
(d) asking questions to test the consistency and resilience of the opposite party's position and to probe for possible movement
(e) summarising and recording points of agreement and disagreement
(f) recommending acceptance of offers which are judged to be the best available
(g) drafting formal acceptance letters accurately and in a suitable style, and sending them promptly to all parties
(h) suggesting realistic **options and processes for settling the dispute** when offers are not acceptable and assessing the advantages and disadvantages of each alternative

Range

1   Dispute — types
  (a)   land
  (b)   property
  (c)   construction
  (d)   contracts
  (e)   agreements
  (f)   third party claims

2   Options and processes for settling the dispute
  (a)   re-negotiation
  (b)   negotiations at higher levels of authority
  (c)   mediation, adjudication and arbitration
  (d)   formal dispute resolution
  (e)   legal action

3   Reactions and proposals
  (a)   positive
  (b)   negative

4   Responses
  (a)   accepting
  (b)   rejecting
  (c)   clarifying
  (d)   providing additional information

UNIT CSML5/O17 (FM24 04)   Evaluate and Progress the Resolution of Disputes

Element O17.2   Negotiate and progress the resolution of disputes

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Document(s) about the dispute which have been prepared (a) [1]
2   Record(s) of contacts which include proposed options and processes for settling the dispute, reactions and proposals, recommended responses, questions and summaries, and recommendation(s) for acceptance of offers (b,c,d,e,f) [all]
3   Formal acceptance letters (g) [4]
4   Record(s) of suggestions for options and processes for settling the dispute (h) [2,3,4]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

UNIT CSML5/O17 (FM24 04)   Evaluate and Progress the Resolution of Disputes

Element O17.2   **Negotiate and progress the resolution of disputes**

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   How do you prepare documents about the **dispute**? (application) (a) [1]
2   How do you keep regular contact with the people involved in the **dispute**? (application) (b) [1]
3   How and why do you investigate **options and processes for settling the dispute**? (analysis) (b) [1,2]
4   How and why do you propose **options and processes for settling the dispute**? (synthesis) (b) [1,2]
5   How and why do you assess the advantages and disadvantages of each alternative? (analysis) (h) [2]
6   How do you ask questions to test the consistency and resilience of the opposite party's position and to probe for possible movement? (application) (d) [all]
7   How and why do you suggest realistic **options and processes for settling the dispute** when offers are not acceptable? (synthesis) (h) [2]
8   How and why do you review **reactions and proposals** from opposite parties? (analysis) (c) [3]

9   How do you summarise and record points of agreement and disagreement? (application) (e) [3,4]
10   How do you send formal acceptance letters to all parties? (application) (g) [4]
11   How and why do you recommend a **response** to **reactions and proposals** from opposite parties? (synthesis) (c) [3,4]
12   How and why do you recommend acceptance of offers which are judged to be the best available? (synthesis) (f) [2,3,4]
13   How and why do you draft formal acceptance letters? (evaluation) (g) [4]

UNIT CSML5/O17 (FM24 04)   Evaluate and Progress the Resolution of Disputes

Element O17.2   Negotiate and progress the resolution of disputes

No	Description of Evidence	Performance Criteria								Range																
		a	b	c	d	e	f	g	h	1a	1b	1c	1d	1e	1f	2a	2b	2c	2d	2e	3a	3b	4a	4b	4c	4d

UNIT CSML5/O17 (FM24 04)   Evaluate and Progress the Resolution of Disputes

Element O17.2   Negotiate and progress the resolution of disputes

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O18 (FM1T 04)   Manage Marketing and Customer Service

This Unit has the following Elements:

CSML5/O18.1   Identify and resource the development of new products and services to meet market needs
CSML5/O18.2   Develop and implement a marketing strategy
CSML5/O18.3   Develop and maintain a policy to maximise client and customer satisfaction

Unit Summary

This is an Optional Unit for all three routes but is particularly appropriate for the Commercial Manager. It is about establishing and managing the Marketing and Customer Service process to meet organisational and business objectives.

You will need to develop and implement a Marketing process that helps promote new business and opportunities to improve branding, corporate image and market share.

You will also need to demonstrate how you have contributed to the identification of new products or services and how these have been established to meet market needs and business objectives.

Managing the Customer Service strategy is a key role at this level; you will need to demonstrate how you have contributed to the development of policy, systems and processes to meet customer expectations and improve customer satisfaction.

UNIT CSML5/O18 (FM1T 04)   Manage Marketing and Customer Service

Element O18.1   Identify and resource the development of new products and services to meet market needs

Performance Criteria

(a) reviewing **the organisation's operations** and evaluating its **strengths and weaknesses** to compete in potential markets
(b) identifying appropriate and realistic market areas for the organisation and summarising the information accurately
(c) **analysing** the demand for and type of new **products and services** within the identified market areas
(d) identifying opportunities to use new technologies, materials and techniques to meet identified market needs
(e) ensuring that the **resources** needed are calculated accurately and that sufficient **resources** are allocated for the development of new **products and services**
(f) negotiating additional **resources** in cases where existing **resources** are insufficient to meet development costs
(g) selecting new and innovative **products and services** for development which are based on an accurate evaluation of the organisation's business policy

Range

1   The organisation's operations
(a) new and innovative services and products and processes (benefits and features)
(b) customer requirements
(c) communications with potential customers and partners
(d) legal requirements and statutory legislation
(e) past and future negotiations
(f) specifications
(g) pricing strategy
(h) recording systems
(i) time schedules
(j) quality
(k) identification of competitors
(l) target markets
(m) training

2   Strengths and weaknesses
(a) market share
(b) scope of products and services
(c) availability of resources
(d) working practices
(e) productivity
(f) profitability and cost factors
(g) corporate values
(h) environmental impact
(i) socio-economic factors
(j) ability to innovate
(k) efficiency of systems (including information technology)

UNIT CSML5/O18 (FM1T 04)   Manage Marketing and Customer Service

Element O18.1   Identify and resource the development of new products and services to meet market needs

Range (cont)

2   Strengths and weaknesses
- (l)   product life-cycle
- (m)   understanding of clients needs
- (n)   standardisation
- (o)   competence of staff

- (f)   external services
- (g)   financial resources
- (h)   accommodation

3   Analysing of methods
- (a)   feasibility studies
- (b)   SWOT (strengths, weaknesses, opportunities and threats) analyses

4   Products and services
- (a)   design
- (b)   finance
- (c)   build
- (d)   operate
- (e)   research, development and innovation
- (f)   technological
- (g)   consultation
- (h)   advisory
- (i)   project management

5   Resources
- (a)   people (knowledge, training, competence)
- (b)   plant and equipment
- (c)   materials
- (d)   subcontractors and suppliers
- (e)   partners

UNIT CSML5/O18 (FM1T 04)   Manage Marketing and Customer Service

Element O18.1   Identify and resource the development of new products and services to meet market needs

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Review(s) of the organisation's operations which include(s) evaluation(s) of the strengths and weaknesses of its ability to compete in potential markets (a) [1,2]
2   Report(s) of analyses of demand for and type of new products and services which include identified market areas and opportunities to use new technologies, materials and techniques (b,c,d) [3,4,5]
3   Record(s) of allocated resources for the development of new products and services which includes resource calculations and negotiated additional resources (e,f) [4,5]
4   Record(s) of selected new and innovative products and services (g) [4,5]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

UNIT CSML5/O18 (FM1T 04)   Manage Marketing and Customer Service

Element O18.1   Identify and resource the development of new products and services to meet market needs

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   How do you review **the organisation's operations**? (analysis) (a) [1]
2   What do you identify as appropriate and realistic market areas for the organisation? (understanding) (b) [1,2]
3   How do you summarise information about appropriate and realistic market areas for the organisation? (application) (b) [1,2]
4   How and why do you evaluate the organisation's **strengths and weaknesses** to compete in potential markets? (evaluation) (a) [1,2]
5   What do you identify as opportunities to use new technologies, materials and techniques to meet identified market needs? (understanding) (d) [4]
6   How and why do you **analyse** the demand for and type of new **products and services** within the identified market areas? (analysis) (c) [3,4]
7   How and why do you select new and innovative **products and services** for development? (evaluation) (g) [4]

8   How do you ensure that the **resources** needed are calculated and that they are allocated for the development of new **products and services**? (application) (e) [4,5]
9   How and why do you negotiate additional **resources** where existing **resources** are insufficient to meet development costs? (synthesis) (f) [5]

UNIT CSML5/O18 (FM1T 04)   Manage Marketing and Customer Service

Element O18.1   Identify and resource the development of new products and services to meet market needs

No	Description of Evidence	Performance Criteria							Range												
		a	b	c	d	e	f	g	1a	1b	1c	1d	1e	1f	1g	1h	1i	1j	1k	1l	1m

UNIT CSML5/O18 (FM1T 04)   Manage Marketing and Customer Service

Element O18.1   Identify and resource the development of new products and services to meet market needs

No	Description of Evidence	Range (cont)																
		2a	2b	2c	2d	2e	2f	2g	2h	2i	2j	2k	2l	2m	2n	2o	3a	3b

UNIT CSML5/O18 (FM1T 04)   Manage Marketing and Customer Service

Element O18.1   Identify and resource the development of new products and services to meet market needs

No	Description of Evidence	Range (cont)																
		4a	4b	4c	4d	4e	4f	4g	4h	4i	5a	5b	5c	5d	5e	5f	5g	5h

UNIT CSML5/O18 (FM1T 04)   Manage Marketing and Customer Service

Element O18.1   Identify and resource the development of new products and services to meet market needs

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: **Date:**

Assessor: **Date:**

Internal Verifier: **Date:**

UNIT CSML5/O18 (FM1T 04)   Manage Marketing and Customer Service

Element O18.2   Develop and implement a marketing strategy

Performance Criteria

This involves:

(a) evaluating the **present image and reputation of the organisation** with the target audience and identifying the potential client base
(b) developing an **information gathering system** to support the development of **marketing and promotion** strategies
(c) identifying and agreeing **potential new business opportunities**
(d) evaluating **marketing and promotion** options and developing a clear and relevant strategy which is capable of making a significant impact on the target audience
(e) choosing methods, media and techniques for the **marketing and promotion** of the organisation which are consistent with the corporate image
(f) negotiating, agreeing and implementing a programme and budget to deliver the agreed **marketing and promotion** strategy
(g) **monitoring** the **marketing and promotion** strategy regularly, reviewing the impact and making modifications which will improve market presence and penetration

Range

1   Present image and reputation of the organisation
   (a) market share
   (b) scope of products and services
   (c) availability of resources
   (d) working practices
   (e) productivity
   (f) profitability and cost factors
   (g) corporate values
   (h) environment impact
   (i) socio-econometric factors

2   Information gathering system
   (a) organisation sources
   (b) external sources
   (c) customer feedback
   (d) specialists
   (e) market research

3   Marketing and promotion
   (a) branding/corporate image
   (b) corporate image
   (c) sponsorship
   (d) publications
   (e) samples
   (f) relation with press and media
   (g) advertising policies
   (h) direct and indirect client and customer relations
   (i) presentations
   (j) e-commerce
   (k) delivery

UNIT CSML5/O18 (FM1T 04)   Manage Marketing and Customer Service

Element O18.2   Develop and implement a marketing strategy

Range (cont)

4   Potential new business opportunities
    (a)   products and services
    (b)   developments and projects
    (c)   customers and markets

5   Monitoring
    (a)   products and services
    (b)   levels of resource allocation
    (c)   profitability
    (d)   reputation
    (e)   image

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Record(s) of evaluation(s) of the image and reputation of the organisation (a) [1]
2   Record(s) of information gathering system(s) which include new business opportunities and factors which will influence the target audience (b,c) [2,3,4]
3   Marketing and promotional strategy(ies) which include evaluated options, chosen methods, media and techniques, programme and budget (d,e,f) [3]
4   Review(s) of the impact of the marketing and promotion strategy including modifications (g) [3,5]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

UNIT CSML5/O18 (FM1T 04)   Manage Marketing and Customer Service

Element O18.2   Develop and implement a marketing strategy

Evidence Requirements — Knowledge & Understanding

1   What do you identify as the potential client base? (understanding) (a) [1]
2   How and why do you evaluate the **present image and reputation of the organisation** with the target audience? (evaluation) (a) [1]
3   How do you implement a programme and budget to deliver the agreed **marketing and promotion** strategy? (application) (f) [3]
4   How do you make modifications to the **marketing and promotion** strategy which will improve market presence and penetration? (application) (g) [3]
5   How and why do you develop an **information gathering system** to support the development of **marketing and promotion** strategies? (synthesis) (b) [2,3]
6   How and why do you develop a clear and relevant **marketing and promotion** strategy? (synthesis) (d) [3]
7   How and why do you negotiate a programme and budget to deliver the agreed **marketing and promotion** strategy? (synthesis) (f) [3]
8   How and why do you evaluate **marketing and promotion** options? (evaluation) (d) [3]
9   How and why do you choose methods, media and techniques for the **marketing and promotion** of the organisation? (evaluation) (e) [3]
10 How and why do you agree a programme and budget to deliver the agreed **marketing and promotion** strategy? (evaluation) (f) [3]
11 What do you identify as **potential new business opportunities**? (understanding) (c) [4]

12 How and why do you agree **potential new business opportunities**? (applications) (c) [4]
13 How and why do you **monitor** and review the impact of the **marketing and promotion** strategy? (analysis) (g) [3,5]

UNIT CSML5/O18 (FM1T 04)　　Manage Marketing and Customer Service

Element O18.2　　**Develop and implement a marketing strategy**

No	Description of Evidence	Performance Criteria							Range													
		a	b	c	d	e	f	g	1a	1b	1c	1d	1e	1f	1g	1h	1i	2a	2b	2c	2d	2e

UNIT CSML5/O18 (FM1T 04)   Manage Marketing and Customer Service

Element O18.2   Develop and implement a marketing strategy

No	Description of Evidence	Range																		
		3a	3b	3c	3d	3e	3f	3g	3h	3i	3j	3k	4a	4b	4c	5a	5b	5c	5d	5e

UNIT CSML5/O18 (FM1T 04) Manage Marketing and Customer Service

Element O18.2 Develop and implement a marketing strategy

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____ **Date:** _____

Assessor: _____ **Date:** _____

Internal Verifier: _____ **Date:** _____

UNIT CSML5/O18 (FM1T 04) Manage Marketing and Customer Service

Element O18.3 **Develop and maintain a policy to maximise client and customer satisfaction**

Performance Criteria

This involves:

(a) summarising and analysing appropriate market research and assessing realistically the type and quality of services **clients and customers** will need
(b) developing a clear and realistic **client and customer service policy**, justifying it and agreeing it with decision makers
(c) developing a **policy** for **client and customer service** which summarises the organisation's agreed **policy** and circulating it to all the workforce
(d) developing and introducing an appropriate **client and customer service** system, which will meet the service needs
(e) developing and introducing systems for obtaining **client and customer** feedback and monitoring them regularly for both positive and negative feedback
(f) summarising positive **client and customer** feedback and circulating it to decision makers
(g) summarising and investigating negative **client and customer** feedback, responding to individual complaints promptly and resolving cases
(h) producing regular summaries of **client and customer** complaints, the action taken and recommendations for future action and circulating the summaries to decision makers

Range

1 **Clients and customers**
   (a) individuals
   (b) external organisations
   (c) departments or teams

2 **Client and customer service**
   (a) quality
   (b) timescales
   (c) cost
   (d) communication and involvement in decision making
   (e) conduct
   (f) pre-contract
   (g) post-contract
   (h) after care

3 **Policy**
   (a) relationships with clients
   (b) statutory rights and the organisational response
   (c) operational expectations and performance
   (d) policy regarding adherence to current norms of business ethics and practice
   (e) environmental concerns

UNIT CSML5/O18 (FM1T 04) Manage Marketing and Customer Service

Element O18.3 Develop and maintain a policy to maximise client and customer satisfaction

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1 Developed client and customer service policy which include an analysis of market research (a,b,c,d) [all]
2 Record(s) of the operation of client and customer service systems which include summaries of feedback, responses to complaints and recommendations for future action circulated (e,f,g,h) [1,2]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

UNIT CSML5/O18 (FM1T 04)   Manage Marketing and Customer Service

Element O18.3   **Develop and maintain a policy to maximise client and customer satisfaction**

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1 How do you summarise appropriate market research? (application) (a) [1]
2 How do you summarise positive **client and customer** feedback and circulate it to decision makers? (application) (f) [1]
3 How do you summarise negative **client and customer** feedback and respond to individual complaints? (application) (g) [1]
4 How do you produce and circulate regular summaries of **client and customer** complaints, the action taken and recommendations for future action? (application) (h)
5 How and why do you analyse appropriate market research and assess the type and quality of services **clients and customers** will need? (analysis) (a) [1]
6 How and why do you monitor systems for obtaining **client and customer** feedback? (analysis) (e) [1]
7 How and why do you develop and introduce systems for obtaining **client and customer** feedback? (synthesis) (e) [1]

8 How and why do you investigate negative **client and customer** feedback and respond to individual complains? (analysis) (g) [1]
9 How and why do you resolve complaints? (synthesis) (g) [1]
10 How do you circulate policies for a **client and customer service** to the workforce? (application) (c) [2,3]
11 How and why do you develop a **client and customer service policy**? (synthesis) (b) [2]
12 How and why do you develop a **policy** for a **client and customer service**? (synthesis) (c) [2,3]
13 How and why do you develop and introduce an appropriate **client and customer service** system? (synthesis) (d) [2]
14 How and why do you justify and agree a **client and customer service policy**? (evaluation) (b) [2,3]

UNIT CSML5/O18 (FM1T 04)   Manage Marketing and Customer Service

Element O18.3   Develop and maintain a policy to maximise client and customer satisfaction

No	Description of Evidence	Performance Criteria								Range															
		a	b	c	d	e	f	g	h	1a	1b	1c	2a	2b	2c	2d	2e	2f	2g	2h	3a	3b	3c	3d	3e

UNIT CSML5/O18 (FM1T 04)   Manage Marketing and Customer Service

Element O18.3   Develop and maintain a policy to maximise client and customer satisfaction

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O19 (FM25 04)   Manage Project Completion

This Unit has the following Elements:

CSML5.1   Prepare information for project handover
CSML5.2   Manage project handover

Unit Summary

This is an Optional Unit for all three routes. It is about the recognition of what constitutes a handover package for the people receiving and working with the completed project.

You will need to identify the relevant documentation and be involved in the preparation of the package itself.

You will need to have an understanding and knowledge of the process and the working of the project in order to provide the correct guidance for the operation, maintenance and decommissioning of the project.

You will need to appreciate that the information being provided may be used by personnel outside your own discipline who are possibly less informed than yourself.

The format will have to be easily understood and in a format that will be durable in all conditions.

You will need to identify and organise for any handover criteria, testing or operational commissioning.

UNIT CSML5/O19 (FM25 04)   Manage Project Completion

Element O19.1   Prepare information for project handover

Performance Criteria

This involves:

(a) specifying what **information** and **guidance** will be needed by the people who will use the works and installations
(b) recording the most recent **information produced** during design, construction and installation, which can be used for **guidance** about operation and maintenance
(c) preparing **documentation** on operation and maintenance which is logically structured, in a durable format and capable of interpretation by an informed lay user
(d) preparing **information** in the **guidance** which helps the client and users to identify limitations and to operate and maintain equipment, systems and services efficiently and without risk to health and safety

Range

1   Information
  (a)   record drawings
  (b)   schedules
  (c)   specifications
  (d)   contract records
  (e)   photographs
  (f)   trade literature
  (g)   statutory consents
  (h)   commissioning and test certificates
  (i)   operating instructions and performance ratings
  (j)   guarantees
  (k)   warranties
  (l)   Health and Safety file

2   Guidance
  (a)   the design approach
  (b)   construction and installation details
  (c)   key references
  (d)   statutory and other limitations on use
  (e)   health and safety aspects
  (f)   operating installations
  (g)   maintenance guidance
  (h)   sources of replacement materials, components and equipment
  (i)   environment and sustainability aspects
  (j)   future demolition and decommissioning

UNIT CSML5/O19 (FM25 04)   Manage Project Completion

Element O19.1   Prepare information for project handover

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Range (cont)

3   Information — produced by
   (a)   consultants
   (b)   contractors
   (c)   subcontractors
   (d)   suppliers and manufacturers

4   Documentation
   (a)   owner's manuals
   (b)   log books
   (c)   maintenance schedule

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Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Specification(s) for the information and guidance needed (a) [1,2,3]
2   Information and guidance prepared (b,c,d) [All]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

None applicable

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UNIT CSML5/O19 (FM25 04)   Manage Project Completion

Element O19.1   Prepare information for project handover

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   How and why do you specify what **information** and **guidance** will be needed by the people who will use the works and installations? (evaluation) (a) [1,2]
2   How do you record the most recent **information produced** during design, construction and installation, which can be used for **guidance** about operation and maintenance? (application) (b) [2,3]
3   How do you prepare **documentation** on operation and maintenance? (application) (c) [3,4]
4   How do you prepare **information** in the **guidance** which helps the client and users to identify limitations and to operate and maintain equipment, systems and services efficiently and without risk to health and safety? (application) (d) [1,2]

UNIT CSML5/O19 (FM25 04)   Manage Project Completion

Element O19.1   Prepare information for project behaviour

No	Description of Evidence	Performance Criteria				Range											
		a	b	c	d	1a	1b	1c	1d	1e	1f	1g	1h	1i	1j	1k	1l

UNIT CSML5/O19 (FM25 04)   Manage Project Completion

Element O19.1   Prepare information for project behaviour

No	Description of Evidence	Range (cont)																
		2a	2b	2c	2d	2e	2f	2g	2h	2i	2j	2k	3a	3b	3c	4a	4b	4c

UNIT CSML5/O19 (FM25 04)   Manage Project Completion

Element O19.1   Prepare information for project handover

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

UNIT CSML5/O19 (FM25 04)   Manage Project Completion

Element O19.2   Manage project handover

Performance Criteria

This involves:

(a) confirming **project requirements**, consulting with **stakeholders** and developing and agreeing a commissioning programme
(b) checking that **project requirements** have been met and recording outstanding work and defects
(c) carrying out commissioning inspections and tests that require certification and ensuring that they are witnessed by **stakeholders** as required
(d) identifying and arranging for the satisfactory completion of any outstanding work
(e) arranging a handover inspection involving all relevant **stakeholders**, confirming any **stakeholder** concerns that need to be addressed, and recording and agreeing any required actions
(f) checking that **stakeholders'** respective **responsibilities** are adopted
(g) assembling and handing over **information and documentation** in accordance with the contract
(h) handing over equipment and services, demonstrating to and training of clients and users to operate them efficiently and safely

Range

1 Project requirements
    (a) time
    (b) quality
    (c) cost
    (d) health and safety
    (e) regulations
    (f) environmental and sustainability
    (g) defects liability period

2 Stakeholders
    (a) clients
    (b) users
    (c) consultants
    (d) contractors
    (e) regulatory and controlling authorities

3 Responsibilities
    (a) insurances
    (b) security
    (c) operations
    (d) health and safety
    (e) utility supply
    (f) environmental sustainability

UNIT CSML5/O19 (FM25 04)   Manage Project Completion

Element O19.2   Manage project handover

Range (cont)

4   Information and documentation
   (a)   record drawings
   (b)   schedules
   (c)   specifications
   (d)   contract records
   (e)   photographs
   (f)   trade literature
   (g)   statutory consents
   (h)   commissioning and test certificates
   (i)   operating instructions and performance ratings
   (j)   guarantees
   (k)   warranties
   (l)   Health and Safety File

Evidence Requirements — Performance

Taken as a whole, the evidence must show that the candidate consistently meets all the following performance criteria across the scope/range.

There must be workplace evidence against each performance criterion. Where the workplace evidence does not cover the whole scope/range, knowledge evidence must be provided to cover the remaining items of scope/range for each relevant performance criterion.

Product Evidence

1   Commissioning programmes (a) [1,2]
2   Record(s) of checks on project requirements, certification requirements, and completion of outstanding work and defects (b,c,d) [1,2]
3   Record(s) of handover which include inspections, confirmed concerns and actions, adopted responsibilities, information and documentation (e,f,g,h) [2,3,4]

Simulations are not considered to be acceptable for producing this evidence.

Process Evidence

1   Handover inspection (e) [2]
2   (Demonstration(s) to, and training of clients and users (h) [1,2, 3]

UNIT CSML5/O19 (FM25 04)   Manage Project Completion

Element O19.2   Manage project handover

Evidence Requirements — Knowledge & Understanding

Knowledge evidence may be established from questioning the candidate, or from industry recognised industry education and training programme assessment, or professional interview assessment, that has been matched to the requirements of the National Occupational Standards. Such assessments should also have their own independent external assessment, moderation or verification. A candidate's knowledge and understanding can also be demonstrated through presented performance evidence.

1   How do you confirm **project requirements** and consult with **stakeholders**? (application) (a) [1,2]
2   How and why do you develop a commissioning programme? (synthesis) (a) [1,2]
3   How and why do you agree a commissioning programme? (evaluation) (a) [1,2]
4   How do you check that **project requirements** have been met and record outstanding work and defects? (application) (b) [1]
5   How do you carry out commissioning inspections and tests that require certification and ensure that they are witnessed by **stakeholders** as required? (application) (c) [2]
6   How do you arrange for the satisfactory completion of any outstanding work? (application) (d) [1]
7   What do you identify as the satisfactory completion of any outstanding work? (understanding) (d) [1]

8   How do you arrange a handover inspection involving all relevant **stakeholders**, confirm any **stakeholder** concerns that need to be addressed and record any required actions? (application) (e) [2]
9   How and why do you agree any required actions? (evaluation) (e) [2]
10   How do you check that **stakeholders'** respective **responsibilities** are adopted? (application) (f) [2,3,4]
11   How do you assemble and hand over **information and documentation** in accordance with the contract? (application) (g) [2,3,4]
12   How do you hand over equipment and services to clients and users? (application) (h) [2]
13   How and why do you demonstrate to and train clients and users to operate them efficiently and safely? (synthesis) (h) [2]

UNIT CSML5/O19 (FM25 04)   Manage Project Completion

Element O19.2   Manage project handover

No	Description of Evidence	Performance Criteria								Range									
		a	b	c	d	e	f	g	h	1a	1b	1c	1d	1e	2a	2b	2c	2d	2e

UNIT CSML5/O19 (FM25 04)   Manage Project Completion

Element O19.2   Manage project handover

No	Description of Evidence	Range (cont)																	
		3a	3b	3c	3d	3e	3f	4a	4b	4c	4d	4e	4f	4g	4h	4i	4j	4k	4l

UNIT CSML5/O19 (FM25 04)   Manage Project Completion

Element O19.2   Manage project handover

Evidence Comments: Where knowledge evidence is used to cover items of range not included in the workplace evidence, this should be specified here. Reference should be made to the relevant expert witness statements and assessor Q&A reports in the portfolio.

Notes/Comments

The candidate has satisfied the Assessor and Internal Verifier that the performance evidence has been met.

Candidate: _____   **Date:** _____

Assessor: _____   **Date:** _____

Internal Verifier: _____   **Date:** _____

Section 4 — Blank recording forms

This section consists of the blank forms referred to in Section 2 for you to photocopy. You may find these useful when compiling your portfolio.

Portfolio title page

Your name	
Job title	
Name of employer/ training provider/ college	
Their address	
Telephone number	
SVQ	
Level	
Units submitted for assessment	
Mentor's name	
(Please provide details of mentor's experience)	

Assessor's signature _____ **Date** _____

Personal profile

Name	
Address	
Postcode	
Home telephone	
Work telephone	
Job title	

Relevant experience

Description of your current job	
Previous work experience	
Qualifications and training	
Voluntary work/interests	

Personal profile (cont)

Name of employer/training provider/college	
Address	
Postcode	
Telephone number	
Type of business	
Number of staff	
Structure of organisation (include chart or diagram if available)	

Contents checklist

You might also find it useful to complete the following checklist as you work your way through your portfolio. This will help you to see if you have included all the relevant items. Once you have completed your portfolio, you will be able to use this checklist again as a contents page, by inserting the relevant page or section numbers in the right hand column.

Section	Completed	Page/Section number
Title page for the portfolio		
Personal profile		
Your own personal details		
A brief CV or career profile		
A description of your job		
Information about your employer/training provider/college		
Unit assessment plans		
Unit progress record		
Completed Element achievement records for each Unit		
Signed by yourself, your assessor and the internal verifier (where relevant)		
Evidence reference numbers included		
Index of evidence (with cross-referencing information completed)		
Evidence (with reference numbers)		
Observation records		
Details of witnesses (witness testimony sheets)		
Personal statements		
Products of performance		

Index of evidence

SVQ title and level	

Evidence number	Description of evidence	Included in portfolio (Yes/No) If no, state location	Sampled by the IV (initials and date)

Personal statement

Date	Evidence index number	Details of statement	Links to other evidence (enter numbers)	Units, Elements, PC, and Range covered

Candidate's signature _____ **Date** _____

Observation record

Unit/Element(s)	
Candidate's name	
Date of observation	
Evidence index number	

Skills/activities observed	**PC and Range covered**

Knowledge and Understanding apparent from this observation

Other Units/Elements to which this evidence may contribute

Assessor comments and feedback to candidate

I can confirm the candidate's performance was satisfactory.

Assessor's signature _____ **Date** _____

Witness testimony

SVQ title and level	
Candidate's name	
Evidence index no	
Where applicable, evidence number to which this testimony relates	
Element(s)	
Range	
Date of evidence	
Witness name	
Designation/relationship to candidate	
Details of testimony	

I can confirm the candidate's performance was satisfactory.

Witness signature _____ **Date** _____

Witness (please tick the appropriate box)**:**

☐ Holds L and D Unit 9D/9D1, A1/A2 or D32/D33 qualifications

☐ Is familiar with the SVQ standards to which the candidate is working

Record of questions and candidate's answers

Unit	
Element(s)	
Evidence index number	
Circumstances of assessment	
List of questions and candidate's responses	
Q	
A	
Q	
A	
Q	
A	
Q	
A	
Q	
A	

Assessor's signature _____ **Date** _____

Candidate's signature _____ **Date** _____