Unit DR5J 04 (502) Manage a Project

Unit Summary

This Unit is about developing and implementing operational plans which you are required to set up for your areas of responsibility or specific department within your food and drink manufacturing business. This may be, for example, a branch, department, functional area or an operating site within the business. These plans will contribute to achieving the objectives set out in the overall strategic business plan of the food and drink manufacturing business.

In order to achieve this Unit you must demonstrate that you meet all the requirements of the Units. This means all of the stated outcomes and behaviours and every item of knowledge and understanding. Your assessor must be able to observe you in the workplace or you must provide the following **tangible evidence** to your assessor. Please note that **simulation** is **not** allowed for this Unit, ie all your evidence must relate to real work activities.

Achievement of this Unit will provide you with opportunities to develop the following SQA Core Skills:

Communication Intermediate 2
- Read, understand and evaluate written communication.
- Produce well-structured written communication.

Working With Others Intermediate 2
- Work with others in a group to analyse, plan and complete an activity.

Problem Solving Intermediate 2
- Analyse a situation or issue.
- Plan, organise and complete a task.
- Review and evaluate a problem solving activity.

I have completed the requirements of this Unit.

Candidate name: _____ **Date:** _____

Candidate signature: _____ **Date:** _____

I can confirm the candidate has completed all requirements of this Unit.

Assessor signature: _____ **Date:** _____

IV signature: _____ **Date:** _____

Assessment centre: _____

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You must be able to

1. Discuss and agree the key objectives and scope of the proposed project and the available resources with the project sponsor(s) and any key stakeholders.
2. Identify how the proposed project fits with the overall vision, objectives and plans of the business and any programme of work or other projects being undertaken.
3. Develop, in consultation with relevant people, a realistic and thorough plan for undertaking the project and achieving the key objectives.
4. Discuss and agree the project plan with the project sponsor(s) and any key stakeholders, making changes where necessary.
5. Brief any project team members on the project plan and their roles and responsibilities and provide ongoing support, encouragement and information.
6. Put processes and resources in place to manage potential risks arising from the project and deal with contingencies.
7. Implement the project plan, selecting and applying a range of basic project management tools and techniques to monitor, control and review progress.
8. Communicate progress to the project sponsor(s), any key stakeholders and any project team members on a regular basis.
9. Identify, in the light of progress and any problems encountered and any wider developments, any required changes to the project plan, obtaining agreement from project sponsors and any key stakeholders where necessary.
10. Achieve project objectives using the agreed level of resources.
11. Confirm satisfactory completion of the project with the project sponsor(s) and any key stakeholders.
12. Evaluate the success of the project, identifying what lessons can be learned and recognising the contributions of any project team members.

Behaviours

This means you:

- recognise changes in circumstances promptly and adjust plans and activities accordingly
- find practical ways to overcome barriers
- present information clearly, concisely, accurately and in ways that promote understanding
- create a common sense of purpose
- make best use of available resources and proactively seek new sources of support when necessary
- act within the limits of your own authority
- are vigilant for potential risks and hazards
- take pride in delivering high quality work
- take personal responsibility for making things happen

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Evidence of Outcomes

The following are **possible examples** of evidence:

Project terms of reference you have agreed and project plans that you have prepared:

- notes or minutes of meetings you have attended, and e-mails, memos, letters, project proposals, terms of reference, scoping or feasibility studies and other documents that you have written, to agree the objectives, scope, resources, plans and timescales with sponsors and stakeholders
- schedules, action plans, contingency plans, risk assessments, budgets, Gantt charts, network diagrams (eg CPA, PERT or Precedence diagrams) and other tools for planning the project that you have used
- notes or minutes from, and records of presentations at, briefings or meetings that you have organised, and e-mails, memos, letters you have sent to members of the project team and other stakeholders, to agree project plans and roles and responsibilities
- procedure specifications, operational guidelines and other documents you have prepared to ensure that project team members perform to the required standard and to minimise risks to health and safety
- personal statement (reflections on your role and performance in agreeing the project terms of reference, and organising and planning the project)

Your records of monitoring and evaluating projects you have managed:

- project reports, newsletters, e-mails, memos and letters, and action plans, project schedules, Gantt charts and network diagrams and other project management tools, recording and reporting progress against agreed milestones, any problems identified, resources required or any changes to the project plans
- notes or minutes and records of presentations at briefings and meetings of the project team and/or steering group, reporting progress against agreed milestones, any problems identified, resources required or any changes to the project plans
- end of project evaluation report, identifying the outcomes of the project against the planned outcomes, resourcing and timescales, and any conclusions that could be drawn about the project planning, operation and management
- notes or minutes and records of presentations at the final meeting of the project team and/or steering group, discussing and agreeing the outcomes of the project against the planned outcomes, resourcing and timescales, and any conclusions that could be drawn about the project planning, operation and management
- personal statement (reflections on the effectiveness of the project in achieving its goals and your performance in managing the project)

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Candidate name:		Assessor initials/date
No	**Activity**	
1		
2		
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You need to know and understand Evidence of knowledge and understanding should be collected during observation of performance in the workplace. Where it cannot be collected by observing performance, other assessment methods should be used.		**Evidence**
General knowledge and understanding		
K1	The fundamental characteristics of projects as opposed to routine management functions/activities.	
K2	The role and key responsibilities of a project manager.	
K3	The stages in the project lifecycle.	
K4	The importance of the relationship between the project manager and the project sponsor(s) and any key stakeholders.	
K5	Why it is important to discuss and agree the key objectives and scope of a proposed project with the project sponsor(s) and any key stakeholders before detailed planning commences.	
K6	The type of information needed for effective project planning.	
K7	Why it is important to be able to identify and understand how a project fits with the overall vision, objectives and plans of the business and any programmes of work or other projects being undertaken.	
K8	Why it is important to consult with relevant people in developing a project plan and how to do effectively.	
K9	What should be included in a project plan, particularly activities, required resources and timescales and why the plan needs to be discussed and agreed with the project sponsor(s) and any key stakeholder.	
K10	Why it is important that any project team members are briefed on the project plan, their roles and responsibilities and how to do so effectively.	
K11	Ways of providing ongoing support, encouragement and information to any project team members.	
K12	Ways of identifying and managing potential risks in relation to the project.	
K13	The importance of contingency planning and how to do so effectively.	
K14	How to select from and apply a range of basic project management tools and techniques to monitor, control and review progress of the project.	
K15	Effective ways of communicating with project sponsor(s) and any key stakeholders during a project.	
K16	The importance of agreeing changes to the project plan with the project sponsor(s) and any key stakeholders.	
K17	The type of changes that might need to be made to a project plan during implementation.	
K18	Why it is important to confirm satisfactory completion of the project with the project sponsor(s) and any key stakeholders and how to do so effectively.	
K19	How to establish effective systems for evaluating the success of projects and identifying lessons for the future.	
K20	The importance of recognising the contributions of the project team members to the success of projects and different ways of doing so.	
Knowledge and understanding in the context of your business		
K21	The project sponsor(s) — the individual or group for whom the project is being undertaken.	
K22	Key stakeholders — the individuals or groups who have a vested interest in the success of the project and the business.	
K23	The agreed key objectives and scope of the proposed project and the available resources.	

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You need to know and understand (cont)		Evidence
K24	The overall vision, objectives and plans of the business and any other relevant programmes of work or other projects being undertaken.	
K25	Mechanisms for consulting on the development of the project plan and the views/thoughts received from relevant people in relation to proposals.	
K26	The agreed project plan.	
K27	The roles and responsibilities of any project team members.	
K28	Methods used for briefing, supporting, encouraging and providing information to any project team members.	
K29	Processes and resources put in place to manage potential risks and deal with contingencies.	
K30	Type and nature of potential risks identified and contingencies encountered.	
K31	Specific project management tools and techniques used to monitor, control and review progress.	
K32	Processes in place for communicating information on progress of the project to the project sponsor(s), and any key stakeholders and any project team members.	
K33	Processes in place for identifying and agreeing changes to the project plan and any changes which have been made.	
K34	Processes for confirming satisfactory completion of the project with the project sponsor(s).	
K35	Processes for evaluating the success of the project and any lessons which have been learned from undertaking the project.	
K36	Methods used for recognising the contributions of any project team members to successful projects.	
Industry or sector specific knowledge and understanding		
K37	Project management tools and techniques commonly used in the sector.	
K38	Risks and contingencies common to the sector.	
K39	Sector specific legislation, regulations, guidelines and codes of practice.	

Notes/Comments

Assessor signature: _____ **Date:** _____

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