Achieving results

Manage a project

F1

UNIT SUMMARY

What is this unit about?

This unit is about managing a project for which you have been given responsibility. This involves developing and agreeing a plan for the project and monitoring and controlling implementation of and changes to the plan. It also involves ensuring that the project achieves its key objectives and is completed to the satisfaction of the project sponsor(s) and any key stakeholders.

Who is this unit for?

The unit is recommended for first line managers and middle managers.

Links with other units

This unit is linked to **F2 Manage a programme of complementary projects** in the overall suite of National Occupational Standards for management and leadership.

There is also a suite of National Occupational Standards for project management which are aimed at those in full-time project management roles or whose roles have a significant project management component. You can obtain further information from the Engineering Construction Industry Training Board (ECITB) on tel 01923 260 000 or at the ECITB website (www.ecitb.org.uk) or from the Association for Project Management (APM) on tel 0845 458 1944 or at the APM website (www.apm.org.uk).

Skills

Listed below are the main generic skills which need to be applied in managing projects. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Evaluating
- Delegating
- Communicating
- Setting objectives
- Decision-making
- Leadership
- Motivating
- Negotiating
- Planning
- Problem solving
- Information management
- Contingency planning
- Risk management
- Reviewing
- Consulting
- Monitoring
- Thinking systematically

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OUTCOMES OF EFFECTIVE PERFORMANCE

You must be able to do the following:

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 organisation and any programmes 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 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 WHICH UNDERPIN EFFECTIVE PERFORMANCE

1 You recognise changes in circumstances promptly and adjust plans and activities accordingly.

2 You find practical ways to overcome barriers.

3 You present information clearly, concisely, accurately and in ways that promote understanding.

4 You create a sense of common purpose.

5 You make best use of available resources and pro-actively seek new sources of support when necessary.

6 You act within the limits of your own authority.

7 You are vigilant for potential risks and hazards.

8 You take pride in delivering high quality work.

9 You take personal responsibility for making things happen.

KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

General knowledge and understanding

1. The fundamental characteristics of projects as opposed to routine management functions/activities.
2. The role and key responsibilities of a project manager.
3. Key stages in the project lifecycle.
4. The importance of the relationship between the project manager and the project sponsor(s) and any key stakeholders.
5. 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.
6. The type of information needed for effective project planning.
7. Why it is important to be able to identify and understand how a project fits with the overall vision, objectives and plans of the organisation and any programmes of work or other projects being undertaken.
8. Why it is important to consult with relevant people in developing a project plan and how to do effectively.
9. 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 stakeholders.
10. 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.
11. Ways of providing ongoing support, encouragement and information to any project team members.
12. Ways of identifying and managing potential risks in relation to the project.
13. The importance of contingency planning and how to do so effectively.
14. How to select from and apply a range of basic project management tools and techniques to monitor, control and review progress of the project.
15. Effective ways of communicating with project sponsor(s) and any key stakeholders during a project.
16. The importance of agreeing changes to the project plan with the project sponsor(s) and any key stakeholders.
17. The type of changes that might need to be made to a project plan during implementation.
18. 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.
19. How to establish effective systems for evaluating the success of projects and identifying lessons for the future.
20. The importance of recognising the contributions of project team members to the success of projects and different ways of doing so.

Industry/sector specific knowledge and understanding

1. Project management tools and techniques commonly used in the industry or sector.
2. Risks and contingencies common to the industry/sector.
3. Industry/sector specific legislation, regulations, guidelines and codes of practice.

Context specific knowledge and understanding

1. The project sponsor(s) – the individual or group for whom the project is being undertaken.
2. Key stakeholders – the individuals or groups who have a vested interest in the success of the project and the organisation.
3. The agreed key objectives and scope of the proposed project and the available resources.
4. The overall vision, objectives and plans of the organisation and any other relevant programmes of work or other projects being undertaken.
5. Mechanisms for consulting on the development of the project plan and the views/thoughts received from relevant people in relation to proposals.
6. The agreed project plan.
7. The roles and responsibilities of any project team members.
8. Methods used for briefing, supporting, encouraging and providing information to any project team members.
9. Processes and resources put in place to manage potential risks and deal with contingencies.
10. Type and nature of potential risks identified and contingencies encountered.
11. Specific project management tools and techniques used to monitor, control and review progress.
12. Processes in place for communicating information on progress of the project to the project sponsor(s), any key stakeholders and any project team members.
13. Processes in place for identifying and agreeing changes to the project plan and any changes which have made.
14. Processes for confirming satisfactory completion of the project with the project sponsor(s) and any key stakeholders.
15. Processes for evaluating the success of the project and any lessons which have been learned from undertaking the project.
16. Methods used for recognising the contributions of any project team members to successful projects.