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**Overview**

This standard is concerned with the competence needed to implement continuous improvement in the processes and practice of managing projects through the acquisition and analysis of project feedback information and effective contingency management

**Performance criteria**

*You must be able to:*

**Obtain and evaluate feedback information**

- P1 identify and agree areas of interest regarding feedback with interested parties
- P2 identify and agree with interested parties, valid and reliable methods and sources both for obtaining relevant feedback on projects, and for co-ordinating, reviewing and recommending improvements for future activities
- P3 encourage and enlist the co-operation of interested parties in obtaining feedback and promote the positive value of obtaining and using feedback
- P4 obtain, investigate and assess available feedback data from all relevant sources and accurately identify its relevance and potential future use
- P5 review and match feedback data against original requirements and objectives and accurately summarise instances of shortfall and over provision
- P6 identify, recommend and justify potential improvements consequent upon feedback to interested parties
- P7 record and classify agreed improvements appropriately
- P8 accurately summarise and disseminate agreed changes and improvements to interested parties

**Provide advice and support to solve problems, make improvements and maintain progress**

*You must be able to:*

- P9 ensure that provision of advice and support takes place at an appropriate time and correctly addresses identified problems
- P10 ensure that advice and support accurately identifies likely causes of identified problems and possible solutions
- P11 ensure that methods of providing advice and support confirm joint commitment to objectives, demonstrate trust in those carrying out the work, give encouragement and reinforce confidence
- P12 ensure that provision of advice and support is sensitive to the personal needs and positions of those to whom it is offered
- P13 ensure that advice and support are provided only so far as is necessary to allow progress to be maintained and to enable individuals and groups to work autonomously

**Promote and protect planned work and those who carry it out**

*You must be able to:*

- P14 ensure that the promotion of the benefits of programmes, projects and plans to stakeholders is clear and effective
- P15 identify threats to programmes, projects, plans and people at an early stage
- P16 ensure that effective steps are taken where threats can be anticipated,

- to counter them in the planning and delegation of work
- P17 ensure that methods to counter threats take account of the reasons for and sources of the threats
- P18 fully inform those under threat of the developing situation and the support available to them
- P19 ensure that allocation of resources to the promotion and protection of programmes, projects and plans is specific and appropriate

## Knowledge and understanding

*You need to know and understand:*

- K1 identify areas of interest
- K2 sources for obtaining relevant feedback:
- K3 who are the interested parties
- K4 how to select and use valid and reliable methods of identifying and justifying the use of new data and improvements
- K5 methods of obtaining feedback
- K6 types of feedback data
- K7 database systems and procedures
- K8 how to establish relationships between the organisation and external agencies
- K9 how to prepare event analysis reports
- K10 how to prepare customer complaints reports
- K11 how to prepare budgets and variance reports
- K12 the importance of establishing ethics and norms within organisations
- K13 how to analyse risk in initiating and managing new programmes, projects and plans
- K14 how to resource projects, programmes and plans
- K15 promotion, consultation and negotiation techniques
- K16 the analytical and evaluation techniques which establish the work routine of individual, team or group, such as work studies and process mapping
- K17 assessment and evaluation techniques which appraises the work conducted
- K18 assessment and evaluation techniques which establish the position of stakeholders.
- K19 objectives, work methods and activities of programmes, projects and plans within the manager's control
- K20 potential sources of threats to activities inside and outside the organisation
- K21 channels of communication and influence within the organisation

## CCSAPAH15

Evaluate archaeological project achievements and secure improvements

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