SCDLMCSE11
Manage a project

Overview

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.

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Performance criteria

You must be able to:

P1   you 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

P2   you 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

P3   you develop, in consultation with relevant people, a realistic and thorough plan for undertaking the project and achieving the key objectives

P4   you discuss and agree the project plan with the project sponsor(s) and any key stakeholders, making changes where necessary

P5   you brief any project team members on the project plan and their roles and responsibilities and provide ongoing support, encouragement and information

P6   you put processes and resources in place to manage potential risks arising from the project and deal with contingencies

P7   you implement the project plan, selecting and applying a range of basic project management tools and techniques to monitor, control and review progress

P8   you communicate progress to the project sponsor(s), any key stakeholders and any project team members on a regular basis

P9   you 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

P10   you achieve project objectives using the agreed level of resources

P11   you confirm satisfactory completion of the project with the project sponsor(s) and any key stakeholders

P12   you evaluate the success of the project, identifying what lessons can be learned and recognising the contributions of any project team members

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Knowledge and understanding

You need to know and understand:

Legislation and policy

K1   industry/sector specific legislation, regulations, guidelines and codes of practice

K2   the overall vision, objectives and plans of the organisation and any other relevant programmes of work or other projects being undertaken

Leadership and management theory and practice

You need to know and understand:

K3   project management tools and techniques commonly used in the industry or sector

K4   risks and contingencies common to the industry/sector

K5   the fundamental characteristics of projects as opposed to routine management functions/activities

K6   the role and key responsibilities of a project manager

K7   key stages in the project lifecycle

K8   the importance of the relationship between the project manager and the project sponsor(s) and any key stakeholders

K9   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

K10   the type of information needed for effective project planning

K11   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

K12   why it is important to consult with relevant people in developing a project plan and how to do effectively

K13   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

K14   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

K15   ways of providing ongoing support, encouragement and information to any project team members

K16   ways of identifying and managing potential risks in relation to the project

K17   the importance of contingency planning and how to do so effectively

K18   how to select from and apply a range of basic project management tools and techniques to monitor, control and review progress of the project

K19   effective ways of communicating with project sponsor(s) and any key stakeholders during a project

K20   the importance of agreeing changes to the project plan with the project sponsor(s) and any key stakeholders

K21   the type of changes that might need to be made to a project plan during

implementation

K22 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

K23 how to establish effective systems for evaluating the success of projects and identifying lessons for the future

K24 the importance of recognising the contributions of project team members to the success of projects and different ways of doing so

K25 methods used for recognising the contributions of any project team members to successful projects

K26 processes for evaluating the success of the project and any lessons which have been learned from undertaking the project

K27 processes for confirming satisfactory completion of the project with the project sponsor(s) and any key stakeholders

K28 processes in place for identifying and agreeing changes to the project plan and any changes which have made

K29 processes in place for communicating information on progress of the project to the project sponsor(s), any key stakeholders and any project team members

K30 specific project management tools and techniques used to monitor, control and review progress

K31 type and nature of potential risks identified and contingencies encountered

K32 processes and resources put in place to manage potential risks and deal with contingencies

K33 methods used for briefing, supporting, encouraging and providing information to any project team members

K34 the roles and responsibilities of any project team members

K35 the agreed project plan

K36 mechanisms for consulting on the development of the project plan and the views/thoughts received from relevant people in relation to proposals

K37 key stakeholders – the individuals or groups who have a vested interest in the success of the project and the organisation

K38 the project sponsor(s) – the individual or group for whom the project is being undertaken

K39 the agreed key objectives and scope of the proposed project and the available resources

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Additional Information

Scope/range

Your knowledge and understanding for this unit relates to legal and organisational requirements for care services; employer and employee codes of practice and conduct within care services; the depth and breadth of understanding that will enable you to lead and manage care services effectively, support workers to perform competently, ensure the well being of all within your provision, critically evaluate, assess and intervene appropriately to resolve issues and conflicts and the need to understand and work in collaboration with people, workers and relevant others within and outside your provision to ensure its viability into the short, medium and longer term future.

Competent leadership and management practice is a combination of the application of skills and knowledge informed by values and ethics. This specification details the knowledge and understanding required to carry out competent leadership and management in the performance described in this unit.

Behaviours

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 proactively 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.

Skills

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

1 Evaluating
2 Delegating
3 Communicating
4 Setting objectives
5 Decision-making
6 Leadership
7 Motivating
8 Negotiating
9 Planning

10   Problem solving
11   Information management
12   Contingency planning
13   Risk management
14   Reviewing
15   Consulting
16   Monitoring
17   Thinking systematically

External Links   When using this specification it is important to read the knowledge requirements in relation to expectations and requirements of your job role and the content of this unit.

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