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### Overview

This standard is about co-ordinating the work of projects which have operational or strategic implications for the sponsor. The sponsor may be internal or external to your organisation.

#### There are three elements

##### 1 Support the project team

This includes motivating team members to carry out their tasks with commitment and enthusiasm. You must consistently provide team members with the information they need to perform effectively and provide opportunities for them to contribute to their own development. You must seek information from team members on their views on the project's progress and effectiveness. You must be aware of any difficulties they may be facing and provide them with necessary support and encouragement.

##### 2 Co-ordinate activities, resources and plans

This includes obtaining clear authorisation for the work at all stages of the project. You will be monitoring and evaluating the project's work, measuring progress and identifying any emerging risks. You must keep project activities and resources in line with the project plans or seek approval for the plans to be amended.

##### 3 Keep stakeholders informed of project progress

This includes ensuring that key stakeholders receive regular updates on the project. You need to make sure that the information and the way it is provided meets your stakeholders' needs. You need to ensure any agreements on confidentiality are maintained. You need to collect information from stakeholders which may affect the running of the project.

# SFJ EFSM24

## Co-ordinate projects to achieve objectives

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### Performance criteria

*You must be able to:*

#### Support the project team

- P1 motivate team members to fulfil the tasks allocated to them
- P2 provide team members with accurate and up-to-date information appropriate to their role
- P3 provide opportunities for team members to undertake activities which will contribute to their development
- P4 seek feedback from team members on project progress and effectiveness
- P5 take remedial action to resolve problems which team members are experiencing
- P6 provide team members with the support and encouragement they need to achieve their objectives throughout the project

#### Co-ordinate activities, resources and plans

*You must be able to:*

- P7 monitor and evaluate project work in a way which is consistent with the agreed plans
- P8 measure progress against plans to identify emerging risks, issues and their causes
- P9 obtain authorisation for all stages of work
- P10 inform your line manager of any emerging problems or risks for remedial action to be taken
- P11 maintain activities and resources in line with the project's plans
- P12 seek approval from your line manager for any amendments to plans and resources
- P13 recommend changes in project activities, plans and resources in a way which keeps disruption to a minimum
- P14 implement agreed adjustments to activities, resources and plans, accurately recording and storing decisions
- P15 inform your line manager of any need to review the project's scope and definition with the sponsor

#### Keep stakeholders informed of project progress

*You must be able to:*

- P16 provide the key stakeholders with relevant information which is consistent with the project plans
- P17 provide information which meets your stakeholders' needs, while maintaining agreements on confidentiality
- P18 provide information in appropriate styles and formats for the stakeholders involved
- P19 use distribution methods that are effective in reaching the key stakeholders
- P20 seek and assess information from stakeholders which may affect the running of the project

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### Knowledge and understanding

*You need to know and understand:*

- K1 methods which may be used to motivate team members and gain their commitment
- K2 the importance of enabling team members to contribute to their own development
- K3 the principles which underpin the effective co-ordination of projects and your role in relation to this
- K4 styles of leadership which are effective in managing projects
- K5 the types of problems which team members and stakeholders may experience
- K6 the types of support which team members may need during projects and how to identify and provide such support
- K7 how to identify and assess emerging risks
- K8 the importance of managing change in projects and how to minimise disruption wherever possible
- K9 effective project management methods and their possible uses
- K10 the importance of obtaining authorisation for all stages of work to start, continue or finish according to your evaluation of progress
- K11 principles of resource management
- K12 why higher-level managers need to be promptly and clearly informed of any implications for the project's scope and definition
- K13 how to negotiate adjustments which meet the needs of stakeholders
- K14 the methods which may be used to keep stakeholders up-to-date and how to agree methods appropriate to different groups
- K15 how to select content, styles, format and distribution methods for different audiences and the importance of doing so
- K16 the importance of ensuring information is consistent with agreements on confidentiality
- K17 the contributions other relevant people can make to information and how to involve them
- K18 the importance of keeping all key stakeholders informed on project progress

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