SFJ EFSM25
Manage project to meet objectives

Overview

This standard is about managing the work of substantial, complex projects which are critical to the strategic objectives of the organisation. Project sponsors may be internal or external to your organisation.

There are four elements

1 **Lead the project team to achieve objectives**
   This includes motivating team members to carry out their tasks with commitment and enthusiasm. You must ensure that team members have the information they need to perform effectively, delegating responsibility to team members and providing opportunities for them to contribute to the project development and outcomes. You will be aware of any difficulties they may be facing and provide them with necessary support and encouragement.

2 **Monitor and adjust activities, resources and plans to meet objectives**
   This includes preparing the resources and plans you need to monitor and evaluate the project's work, measuring progress and identifying any emerging risks. You will provide clear authorisation for work to start, continue or finish, keeping project activities and resources in line with your plans or adjusting your plans accordingly.

3 **Develop solutions to project problems**
   This includes the collation and verification of all information to solve problems. You need to analyse the information from a variety of perspectives and develop a range of possible solutions You need to enable relevant people to contribute to the problem-solving process and draw on your own experience and the practice of others. Finally, you will be able to present these options in a way which enables relevant people to reach optimum decisions.

4 **Maintain communication with project stakeholders and sponsors**
   This includes ensuring that all 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, making sure any agreements on confidentiality are maintained. You need to collect information from stakeholders which may affect the running of the project.

SFJ EFSM25

Manage project to meet objectives

Performance criteria	**Lead the project team to achieve objectives**
You must be able to:	P1 motivate team members to fulfil the tasks allocated to them with commitment and enthusiasm
	P2 provide your team members with accurate and up to date information appropriate to their role
	P3 delegate responsibilities to others in ways which make best use of the team's resources
	P4 provide your team members and stakeholders with effective opportunities to contribute to the development of the project
	P5 provide your team members with the support they need to achieve their objectives throughout the lifetime of the project

Monitor and adjust activities, resources and plan to meet objectives

You must be able to:

P6   monitor and evaluate project work in a way which is consistent with your project plans and enables the project to achieve its goals

P7   measure progress against plans and identify emerging risks, difficulties and their causes

P8   provide authorisation for all stages of work to begin, continue and finish on the basis of your plans and your evaluation of progress

P9   keep the project activities and resources in line with your plans and adjust your plans in a way which is consistent with the projects scope and definition

P10 seek and evaluate ways to improve the work for the project and control changes in a way which keeps disruption to a minimum

P11 make adjustments to activities, resources and plans with the knowledge and agreement of team members and sponsors

P12 inform the project sponsor of any need to review the project scope and definition

Develop solutions to project problems

You must be able to:

P13 collate and verify information relevant to the problem in a way which facilitates effective and efficient analysis

P14 analyse the available information from the perspectives of stakeholders, identifying and prioritising all known factors according to the project scope and definition

P15 provide team members and sponsors with opportunities to contribute effectively to the development of solutions

P16 develop and present a range of solutions compatible with the project scope and definition, drawing on your experience and the good practice of others

P17 propose solutions which make efficient and effective use of resources

available

P18 present the range of solutions to team members and sponsors, , objectively outlining the strengths, and weaknesses of each, according to the project scope and definition

P19 select an optimum solution and obtain the support of team members and sponsors

Maintain communication with project stakeholders and sponsors

You must be able to:

P20 provide stakeholders with relevant information which is consistent with the project plans and helpful to the project achieving goals

P21 provide information which meets your stakeholders needs and maintain agreements on confidentiality

P22 present information in an appropriate style and format for the stakeholders involved

P23 implement a communication strategy that ensures that information reaches key stakeholders in accordance with agreements

P24 seek and assess information from stakeholders which may affect the running of the project

SFJ EFSM25

Manage project to meet objectives

Knowledge and understanding

You need to know and understand:

K1   methods which may be used to motivate team members and gain their commitment

K2   how to delegate project activities effectively

K3   the importance of keeping team members properly informed as to their roles in the project and effective methods to make this happen

K4   the importance of enabling team members to contribute to the development of the project and different methods of achieving this

K5   the importance of keeping project sponsors informed of any implications for the project's scope and definition

K6   how to negotiate adjustments to the satisfaction of all people involved

K7   how to present possible solutions in a way which influences informed and realistic judgements

K8   the range of stakeholders and methods for ensuring they are kept up to date on project activities

K9   principles which underpin the effective leadership of projects and your role in relation to this

K10 styles of leadership which are effective in managing projects

K11 the types of problems which team members and stakeholders may experience

K12 the types of support which team members may need during projects and how to identify and provide such support

K13 how to identify and assess emerging risks

K14 principles underpinning effective problem solving

K15 the importance of collecting sufficient relevant information

K16 the importance of identifying and prioritising the outcomes desired by all major stakeholders in considering project problems

K17 how to generate a range of options when problem solving and the importance of doing this

K18 how to involve a range of people in the generation of options to solve problems

K19 the importance of managing change in projects and how to minimise disruption wherever possible

K20 principles of project management and how to apply them

K21 methods of monitoring and evaluating project progress

K22 the importance of authorising all stages of project work to start, continue or finish

K23 use of computer-based project management tools

SFJ EFSM25
Manage project to meet objectives

Additional Information

Glossary

Project: A unique set of co-ordinated activities with definite start and finish points, undertaken by an individual or organisation to meet specific, measurable objectives within a defined schedule, cost and performance parameters.

Stakeholders: People or groups of people who have a vested interest in the success of the project and the environment in which the project takes place

Team members: People who work within a functional or project team and who report to the project manager.

SFJ EFSM25

Manage project to meet objectives

Developed by	Skills for Justice
Version number	2
Date approved	January 2013
Indicative review date	January 2018
Validity	Current
Status	Tailored
Originating organisation	Management Standards Centre
Original URN	G5
Relevant occupations	Fire and Rescue Service – Area Manager
Suite	Emergency Fire Services Management
Key words	Leadership; project; management; monitor; plans; control; targets