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## Overview

This standard is about managing projects for which you have been given responsibility.

This standard is relevant to managers and leaders who are required to manage projects.

This standard links closely to *CFAM&LFA4 Manage programmes*. Effective project management also requires project managers to be competent in a range of other standards, such as, *CFAM&LBA3 Lead your team*, *CFAM&LDB2 Allocate work to team members*, *CFAM&LDB3 Quality assure work in your team*, *CFAM&LEA4 Manage budgets*, *CFAM&LEB3 Manage physical resources* and *CFAM&LEC4 Communicate information and knowledge*.

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### Performance criteria

- You must be able to:*
- P1 Discuss and agree the key objectives and scope of the proposed project and the available resources with the project sponsors and other key stakeholders.
  - P2 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 Develop, in consultation with project team members, a realistic and thorough plan for undertaking the project and achieving its objectives.
  - P4 Discuss and agree the project plan with the project sponsors and other key stakeholders, making changes where necessary.
  - P5 Brief project team members on the project plan and their roles and responsibilities and provide ongoing support, encouragement and information.
  - P6 Put processes and resources in place to manage potential risks arising from the project and deal with contingencies.
  - P7 Implement the project plan, selecting and applying effective project management tools and techniques to monitor, control and review progress.
  - P8 Communicate progress to the project sponsor, other key stakeholders and project team members on a regular basis.
  - P9 Identify, in the light of progress, problems encountered or changes to organisational objectives, any required changes to the project plan, obtaining agreement from project sponsors and other key stakeholders where necessary.
  - P10 Deliver project objectives on time and within budget.
  - P11 Confirm satisfactory completion of the project with the project sponsor and any key stakeholders.
  - P12 Evaluate the success of the project, identifying what lessons can be learned and shared.
  - P13 Celebrate the completion of the project, recognising the contributions of project team members.

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## Knowledge and understanding

*You need to know and understand:*

### General knowledge and understanding

- K1 The characteristics of projects as opposed to routine management functions/activities.
- K2 The role and key responsibilities of a project manager.
- K3 Key stages in the project life cycle.
- K4 The importance of the relationship between the project manager and the project sponsors and any key stakeholders.
- K5 Why it is important to discuss and agree the key objectives and scope of a proposed project with the project sponsors and any key stakeholders before detailed planning commences.
- K6 The type of information needed for effective project planning.
- K7 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.
- K8 Why it is important to consult with relevant people in developing a project plan and how to do so effectively.
- K9 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 sponsors and any key stakeholders.
- K10 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.
- K11 Ways of providing ongoing support, encouragement and information to any project team members.
- K12 Ways of identifying and managing potential risks in relation to the project.
- K13 The importance of contingency planning and how to do it effectively.
- K14 How to select from and apply a range of project management tools and techniques to monitor, control and review progress of the project.
- K15 Effective ways of communicating with project sponsors and any key stakeholders during a project.
- K16 The importance of agreeing changes to the project plan with the project sponsors and any key stakeholders.
- K17 The type of changes that might need to be made to a project plan during implementation.

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- K18 Why it is important to confirm satisfactory completion of the project with the project sponsors and any key stakeholders and how to do so effectively.
- K19 How to establish effective systems for evaluating the success of projects and identifying lessons for the future.
- K20 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**

*You need to know and understand:*

- K21 Project management tools and techniques commonly used in the industry or sector.
- K22 Risks and contingencies common to the industry/sector.
- K23 Industry/sector specific legislation, regulations, guidelines and codes of practice.

### **Context specific knowledge and understanding**

*You need to know and understand:*

- K24 The project sponsors – the individual or group for whom the project is being undertaken.
- K25 Key stakeholders – the individuals or groups who have a significant interest in the success of the project and the organisation.
- K26 The agreed key objectives and scope of the proposed project and the available resources.
- K27 The overall vision, objectives and plans of the organisation and any other relevant programmes of work or other projects being undertaken.
- K28 Your organisation's project management methodology, policy and procedures.
- K29 Mechanisms for consulting on the development of the project plan and the views/thoughts received from relevant people in relation to proposals.
- K30 The agreed project plan.
- K31 The roles and responsibilities of any project team members.
- K32 Methods used for briefing, supporting, encouraging and providing information to any project team members.
- K33 Processes and resources put in place to manage potential risks and deal with contingencies.
- K34 Type and nature of potential risks identified and contingencies

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encountered.

- K35 Specific project management tools and techniques used to monitor, control and review progress.
- K36 Processes in place for communicating information on progress of the project to the project sponsors, any key stakeholders and any project team members.
- K37 Processes in place for identifying and agreeing changes to the project plan and any changes which have been made.
- K38 Processes for confirming satisfactory completion of the project with the project sponsors and any key stakeholders.
- K39 Processes for evaluating the success of the project and any lessons which have been learned from undertaking the project.
- K40 Methods used for recognising the contributions of any project team members to successful projects.

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### Behaviours

*When performing to this standard, you are likely to demonstrate the following behaviours:*

- 1 Recognise changes in circumstances promptly and adjust plans and activities accordingly
- 2 Identify the range of elements in a situation and how they relate to each other
- 3 Present information clearly, concisely, accurately and in ways that promote understanding
- 4 Act within the limits of your own authority
- 5 Watch out for potential risks and hazards
- 6 Prioritise objectives and plan work to make the effective use of time and resources
- 7 Take personal responsibility for making things happen
- 8 Clearly agree what is expected of others and hold them to account
- 9 Monitor the quality of work and progress against plans and take appropriate corrective action, where necessary
- 10 Take pride in delivering high quality work
- 11 Create a sense of common purpose
- 12 Make effective use of available resources
- 13 Seek new sources of support when necessary
- 14 Identify the implications or consequences of a situation
- 15 Take timely decisions that are realistic for the situation

## Skills

*When performing to this standard, you are likely to demonstrate the following skills:*

- Acting assertively
- Communicating
- Consulting
- Contingency planning
- Decision-making
- Delegating
- Evaluating
- Information management
- Involving others
- Leadership
- Managing conflict
- Monitoring
- Motivating
- Negotiating
- Planning
- Presenting information
- Prioritising
- Problem solving
- Providing feedback
- Reporting
- Reviewing
- Risk management
- Setting objectives
- Stress management



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- Thinking systematically
- Time management

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<b>Relevant occupations</b>	Managers and Senior Officials; Marketing Occupations; Performing Arts; Health and Social Care; Managers and Senior Officials; Health and Social Services Officers; Childcare and Related Personal Services; Animal Facility Manager;
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