Unit FM5.11 Managing facilities management projects

The assessment criteria form part of the unit and specify the standard that a learner is expected to meet to demonstrate that the learning outcomes within the unit have been achieved. The additional guidance, which is shown in brackets and italics alongside the assessment criteria, does not technically form part of the unit, in that it is not included in the reference version of the unit shown by the Register of Regulated Qualifications. The additional guidance is provided to illustrate how the assessment criteria might be interpreted. The BIFM will generally expect assessors to interpret the assessment criteria as described, or to an equivalent level of demand.

(At level 5, the evidence provided by learners to confirm that they meet the assessment criteria should mostly relate to organisations where they have worked or where they are working.)

Aim of the unit:

This unit enables a learner to undertake a facilities management project; assemble and manage facilities management teams and undertake projects from planning, through monitoring and reporting to completion and review.

Title:	Managing facilities management projects
Level:	5
Credit value:	6

Learning outcomes *A learner when awarded credit for this unit will:*	Assessment criteria *Assessment of this learning outcome will require a learner to demonstrate that they can:*
1. Be able to plan facilities management projects	1.1 Select a project to manage within own area of responsibility and describe own role, objectives and responsibilities for that project *(see below)* 1.2 Compare and evaluate methods, tools and techniques of project management *(see below)* 1.3 Develop a plan to deliver, monitor and manage the project in a way which is appropriate to its objectives and scope *(see below)* 1.4 Identify stakeholders and explain how to influence them *(see below)* *(All of the assessment criteria for this learning outcome and for the remaining*

	learning outcomes in the same unit can be addressed by an exercise based on practice at an organisation where the learner currently works or has worked in the past. The project plan should include the project's agreed objectives (in terms of time, cost and specification), task and resource scheduling, budget and reporting structure. The discussion of stakeholders should include how their treatment is affected by their different levels of power and influence.)
2. Be able to prepare, manage and monitor project briefs	2.1 Prepare a project brief which identifies the objectives, outcomes and critical success factors *(see below)* 2.2 Manage and monitor the project to evaluate the extent to which deadlines are met, problems are appropriately addressed and changes are successfully managed. *(see below).* 2.3 Produce a progress report for the project sponsor and other interested parties which define the problems addressed and changes managed *(see below)* *(All of the assessment criteria for this learning outcome can be addressed by the same exercise used for the previous and subsequent learning outcomes. The processes for monitoring progress, identifying and reporting variances from plan and change management should be described.)*
3. Be able to manage a facilities management project budget	3.1 Develop a budget which reflects the facilities management project brief *(see below)* 3.2 Monitor and control expenditure *(see below)* 3.3 Produce financial status reports for the project sponsor and other interested parties *(see below)* *(All of the assessment criteria for this learning outcome can be addressed by the same exercise used for the previous and subsequent learning outcomes. The processes for monitoring and controlling project expenditure, such as approval for staged payments, budget variances, financial reporting, should be described.*

	The financial status report should include present and forecast cost, budget variances, risks to cash flow, and opportunities (eg, economies of scale, cost mitigation).)
4. Be able to assemble and manage facilities management project teams	4.1 Identify the skill set required to deliver the project *(see below)*
	4.2 Assemble the team to deliver the project showing how they meet the skill set required *(see below)*
	4.3 Explain the role of specialists in project management and evaluate what additional or different perspectives they contribute *(see below)*
	4.4 Describe the implications of using cross-functional teams in project management *(see below)*
	4.5 Describe the methods of successful team building and the ongoing management of the project team *(see below)*
	(All of the assessment criteria for this learning outcome can be addressed by the same exercise used for the previous and subsequent learning outcomes. The explanation of the role of specialists should include examples, such as Construction Design Management consultants. The benefits and limitations of using cross-functional teams should be compared with other possible team structures. The methods of successful team building should be related to current team-building theory.)
5. Be able to manage project completion, sign-off and review	5.1 Evaluate the success of the project for all parties in terms of completion and client sign-off *(see below)*
	5.2 Describe and evaluate the scope and outcomes of post project reviews and describe what actions they will trigger *(see below)*
	(All of the assessment criteria for this learning outcome can be addressed by the same exercise used for the previous learning outcomes. The evaluation of success should include acceptance criteria for completion and handover, as well as evaluation of the

	project's performance in terms of time, cost and quality (ie conformance to specification). The post-project reviews could refer to issues such as post-occupancy evaluation (POE), quality of project documentation and management structure, actual performance (time/cost/quality) against plan, risk management, and change management.)
Unit expiry date	31st October 2017
Unit reference number	T/601/1820

FM Professional Standards reference	FM functional area:	FM functional area component:
	Leadership and Management	Project Management

Resources:

Identifying and Managing Project Risk: Essential Tools for Failure-Proofing Your Project by Tom Kendrick
Brilliant Project Management (Revised Edition): what the best project managers know, do and say by Stephen Barker and Rob Cole
The Definitive Guide to Project Management: The Fast Track to Getting the Job Done on Time and on Budget (Financial Times Series) by Sebastian Nokes and Sean Kelly
Project Management by Dennis Lock
A Guide to the Project Management Body of Knowledge: PMBOK Guide by Project Management Institute
Project Management: How to Plan and Deliver a Successful Project (Studymates) by Vicky Billingham
Making Things Happen: Mastering Project Management (Theory in Practice (O'Reilly)) by Scott Berkun
The One-page Project Manager: Communicate and Manage Any Project with a Single Sheet of Paper by Clark A. Campbell
Project Management: Communicating, Deadlines, Budgeting, Planning, Troubleshooting (Essential Managers) by peter hobbs
Project Management: A Systems Approach to Planning, Scheduling, and Controlling by Harold Kerzner
Fast Track to Success: Project Management by Patrick Harper-Smith and Simon Derry
Project Management in Construction by Anthony Walker
The Project Manager: Mastering the Art of Delivery by Richard Newton
The Principles of Project Management by Meri Williams
The Essentials of Project Management by Dennis Lock
Code of Practice for Project Management for Construction and Development by Chartered Institute of Building
Managing Projects Large and Small: The Fundamental Skills for Delivering on Budget and on Time (Harvard Business Essentials) by Harvard Business School Press
http://www.businessballs.com/project.htm
http://www.pmi.org.uk/
www.bifm.org.uk
FM World - www.fm-world.co.uk
Facilities Management Journal - www.mpp.co.uk
Facilities Management Excellence - www.fmxmagazine.co.uk