Occupation Profile

Project Management
at SCQF level 8

Approved by: Project Management Technical Expert Group

Date Issued: March 2021

Purpose:

This occupation profile consists of 15 work situations routinely carried out in project management roles at this level. Apprentices are expected to complete all the work situations. Collectively these describe all the work activities, knowledge, skills and behaviours required of apprentices to demonstrate competence in the occupation. The occupation profile is set out as follows:

- Work situation goal, brief outline, work activities and knowledge and understanding requirements
- General Knowledge, understanding and skills requirements
- Requirements for equipment, standards and type of workplace

Work Situation

Understanding the organisation and the environment it operates in

Goal of work situation:
To understand how project work activities fit into the landscape and context of the organisation and the environment it operates in.

Brief outline:
This is about individuals understanding and linking project deliverables to organisational structure, objectives, strategy and culture. Individuals will also understand the external environment that the organisation it operates in.

Work activities

- Aligning project deliverables to:
    - Organisational structure, objectives, strategy and culture
    - Wider industry strategy
    - Industry/sector trends and direction
    - SWOT and PESTLE analysis
    - Governance/decision making processes and reporting model
- Reviewing the alignment and validity of the business case/ benefits map in line with organisational requirements
- Interpreting the organisational structure and Project Management (PM) mapping
- Defining responsibilities of PM office and how PM role fits into own organisation
- Demonstrating own knowledge of PM methodology and tools

Knowledge and understanding

- Organisation's objectives, strategy, culture and structure
- How to develop an Organisational Breakdown Structure (OBS) for projects
- The environment the organisation works in, position in the market, client base and organisation/sector developments
- How to undertake a SWOT analysis
- Key drivers of change - PESTLE
- Business as usual (BAU) versus project requirements
- Understanding of governance arrangements
- How projects are organised and managed including functional, matrix and product/project structures
- How the PM role fits into the organisation including responsibilities of the PM Office, the PM methodologies, knowledge and tools and the importance of this
- The purpose and importance of project life cycles
- Policies and procedures including organisational; health and safety; and well-being
- Different ways, formats and frequency of reporting and presenting management and stakeholders with information
- Future developments including Artificial Intelligence; data analytics; emerging technologies; future workplace (working remotely, virtual working, demographics); impact of climate change, and other global issues such as a pandemic

Work Situation
Supporting the business case function

Goal of work situation:
To support the preparation of the project business case and resource requirements to gain support from relevant stakeholders in line with organisational requirements.

Brief outline:
This is about individuals providing support in preparing and updating business cases that justify the start or continuation of projects in terms of benefits, costs and risks. it is also about ensuring alignment of the project management plan as the business case develops and testing it is still valid.

Work activities

- Providing evidence to support the business case
- Collaborating with internal colleagues regarding information to be included in business case including resource requirements, financial models, budget and risks
- Engaging with stakeholders to confirm project objectives
- Responding to requests for additional information from stakeholders
- Evaluating project strategic objectives and identifying options
- Identifying and evaluating benefits/disbenefits expected from projects
- Preparing project supporting documentation
- Revising business case and resource requirements when there are agreed changes to projects
- Assessing success of projects against agreed criteria

Knowledge and understanding

- Project context including internal and external environment and influences
- Organisational objectives and strategies relevant to the business case
- The importance of aligning the business case to the organisation plan and how to do this
- General principles and processes for developing the business case
- The importance of justifying why the project is being undertaken, including what, how, why and who
- Areas the business case needs to cover and any necessary supporting information
- Requirements management techniques to identify internal and external resources
- The importance of confirming rationale, objectives and scope of project with stakeholders and how to do this
- The importance of identifying, evaluating and managing benefits and disbenefits and how to do this
- Interdependencies with other projects
- Measures of success based on recognised criteria
- Why it is necessary to revise the business case and resource requirements when there are project changes
- The importance of testing the business case is still valid and how to do this
- The purpose of an options appraisal and how to conduct this
- How to gain approval, acceptance and how to document the business case

Work Situation
Supporting procurement

Goal of work situation:
To support the procurement process to ensure resources are obtained to complete the project in line with organisational requirements.

Brief outline:
Individuals will be involved in supporting the procurement process to obtain the resources internally and/or externally with a procurement requirement, to deliver a project in line with project scope.

Work activities

Providing support with:
- Identifying project resources in line with project scope
- Securing the provision of resources required for projects
- Gathering information to assist with 'do or buy' decisions including:
  - Drawing up specifications for the procurement of resources
  - Identifying suitable suppliers
  - Preparing requirements/Invitations to tender
  - Ranking suppliers against agreed criteria
  - Selecting suppliers in line with procurement requirements

Knowledge and understanding

- The stages of the procurement process
- Type, quality and quantity of resources required including people, materials, equipment, facilities, finance and other relevant information
- Range of options for fulfilling resource requirements
- Types of specifications including design, engineering and performance
- Content of specifications including introduction; tender instructions/compliance; background to organisation/ department; project requirement; price
- Procurement frameworks including public sector and suppliers
- Methods of publicising contracts for the invitation of tenders
- Sources of external suppliers
- The processes and criteria for ranking and selection of suppliers and how to apply them
- How to apply a 'do or buy' decision making process

Work Situation
Supporting the management of contracts

Goal of work situation:

To support the management of contracts to ensure quality goods and/or services are delivered on time, within budget and in line with organisational requirements.

Brief outline:

Individuals will support the organisation with the management of contracts for project activities to ensure goods and or services are delivered on time, within budget and to the specified quality.

Work activities

- Developing contracts in line with organisational policies, procedures and service level agreements
- Liaising with wider project team on contract specifics
- Monitoring the performance of suppliers against agreed contractual obligations in terms of specified quality, timelines and reliability of goods and/or services and taking relevant action
- Monitoring the performance of own organisation in terms of meeting its contractual obligations including payment to suppliers
- Tracking progress and compliance of contracts
- Agreeing and recording contract changes
- Conducting closure of contract once goods and/or services have been received

Knowledge and understanding

- Development of contracts including policies and procedures; roles and responsibilities of stakeholders; service level agreements, deliverables; costs; legal and commercial requirements
- The importance of liaising with the project team on contract details and how to do this
- Contractual obligations or service level agreements for own organisation and suppliers including KPIs, specified quality, timelines, reliability of goods/services and payment
- The options and implications of managing different types of contracts
- Payment implications including fixed price, lump sum, and reimbursable
- Contract management – how to track progress and compliance including contract costs versus spending; agreement of contract changes
- Techniques and tools for monitoring and reviewing risks including escalation to management procedures
- Contract maintenance procedures and how to apply them
- Procedures to follow for contract closure and how to apply them
- Health and safety policies and procedures including organisational; industry; and well-being

5

Work Situation
Planning and scheduling projects

Goal of work situation:
To plan project scope, schedule and resources in line with agreed objectives and organisational requirements.

Brief outline:
Individuals will engage with all stakeholders to agree a project management plan covering project scope, schedule and resources.

Work activities

- Identifying and obtaining internal project resource estimating, specifying and obtaining external project resources in line with the project scope
- Identifying required resource availability
- Developing a Project Management Plan (PMP)
- Checking PMP against client remit
- Defining activities and events to be completed during any change initiative to appropriate levels of detail
- Listing sequential and concurrent project activities
- Allocating responsibility, resource and time to each activity
- Estimating resource loading to all activities
- Identifying relevant project milestones
- Preparing and presenting project schedules aligned to goals and timelines
- Identifying applicable project review activities
- Identifying applicable project dependencies
- Rescheduling projects in the most economically effective way

Knowledge and understanding

- Project life cycle including Initiation, Planning, Execution, Monitoring, Control, Closure
- Project scope including Statement of Work (SOW), Product Breakdown Structure (PBS), Work Breakdown Structure (WBS), Organisational Breakdown Structure (OBS), Responsibility Assignment Matrix (RAM)
- How to plan a project and project planning methodologies
- How to integrate the OBS with the WBS to create a Responsibility Matrix for all project activities
- How to identify required project information including internal and/or external resources and availability of these
- The importance of a Project Management Plan (PMP); the typical contents of a PMP including the why, when, what, how, who, where and budget
- Understanding of who to involve in the development of the PMP, the intended audience and the use of the PMP throughout the project life cycle
- How to check plan against client remit
- Development of schedules using appropriate project management tools including simple precedence diagramming
- How to schedule planning including sequential and concurrent project activities
- How to record adherence to schedule
- How to reschedule a project, taking account of the critical path, activity slack times and cost of each activity and other considerations
- How to define and detail activities and events to be completed during any change initiative
- The importance of interdependencies between project activities
- How to plan, manage, present and communicate a PMP
- How to effectively assign activities including each team member's responsibility and accountability

Work Situation

Estimating projects and developing budgets

Goal of work situation:
To contribute to project estimating activities and assist in the development of project budgets in line with organisational requirements.

Brief outline:
This is about assisting in project estimating activities and the development of the budget for specific projects and associated activities. Individuals will be able to prepare different levels of project estimates and how to develop project budgets.

Work activities

- Estimating projects using financial tooling
- Identifying required resources and budget
- Presenting accurate estimating information to stakeholders
- Establishing applicable financial aspects before, during and at the end of the project
- Establishing budgets in line with project scale
- Monitoring actual costs against budgeted costs
- Preparing project baselines
- Monitoring financial aspects of contract against budget
- Reviewing project and understanding financial implications
- Agreeing revisions to budgets
- Analysing and reporting on financial performance

Knowledge and understanding

- Types of financial tooling and how to use them
- Financial spreadsheets and budgets and how to use them
- Estimating process and/or techniques including bottom-up estimating, comparative estimating, parametric estimating and 3-point estimating
- How to estimate through the project life cycle and the changing accuracy of estimates through this process
- Understanding the link between cost estimating and budgeting and cost management including the benefits of cost management
- The importance of planned expenditure, actual expenditure, cash flow forecast, forecast out-turn costs and cost control and reporting
- Financial terminology including direct and indirect costs, fixed and variable costs, variances and terms such as earned value management and return on investment
- Financial breakdown and how costs build up
- How to prepare budgets based on the business case
- Allocation of budget to cover different costs such as labour, materials, and services
- How to agree revisions to budgets and communicate revisions to others
- How to prepare and implement contingency plans
- Financial reporting procedures including frequency and level of reporting; internal/external stakeholder requirements
- Different ways, formats and frequency of reporting and presenting management and stakeholders with information

Work Situation

Monitoring and controlling projects

Goal of work situation:

To track and monitor progress and control all aspects of the project to ensure objectives are met in line with organisational requirements.

Brief outline:

This is about individuals monitoring and controlling all aspects of the project. This will involve understanding the data, tracking progress and taking corrective actions where necessary which may result in implementing change.

Work activities

- Reviewing performance against the project scope and project baseline
- Updating schedule, costs and deliverables as required
- Developing the reporting structure for projects
- Monitoring and controlling regularly the financial aspects of projects
- Monitoring project activities in line with agreed project scope and milestones
- Identifying any deviation from agreed project plans
- Documenting the reasons for deviations from project plans and communicating changes to relevant stakeholders
- Implementing agreed corrective actions
- Preparing change management plans outlining each stage of the change control process
- Creating and maintaining change logs detailing required actions
- Identifying benefits and challenges expected from projects
- Reporting on project performance
- Providing stakeholders with accurate and timely information on progress

Knowledge and understanding

- The importance of monitoring and controlling project performance including accountabilities
- The principles and various forms of project reporting
- Different types and application of project methodologies to monitor and control projects
- Techniques for monitoring and controlling projects and how to apply these including milestone monitoring and Earned Value Analysis
- Industry specific tools and software for monitoring project performance
- The importance of establishing an agreed change control process; the reasons for change occurring and the increasing cost of making changes as a project evolves through the project life cycle
- The type of changes that may affect key project criteria including time, cost, quality and business case
- Responsibilities in relation to change control including project sponsor, project manager and Governance/sign-off Boards
- The importance of contingency plans
- The impact and consequences that changes can have on schedules, resources and budgets
- The importance of evaluating and monitoring project benefits and challenges and how to do this
- Different ways, formats and frequency of reporting and presenting on project progress management and project progress to stakeholders

Work Situation
Contributing to the management of risks

Goal of work situation:
To mitigate and minimise the impact of unplanned events on project delivery in line with organisational requirements.

Brief outline:
This work situation is about individuals contributing to the identification of, and considering the probability and impact of risks, and mitigating/minimising these risks. Individuals will also contribute to monitoring and reviewing of project risks, which will involve working with stakeholders to identify and deal with opportunities, issues, assumptions and dependencies. This will include amending plans for managing project risks, where required, and reviewing the effectiveness of measures for controlling risks.

Work activities

- Inviting stakeholders to participate in risk and opportunity discussions
- Allocating risk owners
- Identifying and analysing project risks
- Creating and updating risk management plans
- Identifying and documenting project opportunities and threats
- Quantifying the risk impact by considering: short, medium and long-term costs, time, reputational, health and safety, environmental, political, scope, proximity
- Assessing the likelihood of risk occurrence
- Creating mitigation activity or accept, transfer or avoid the risk
- Developing contingency plans for identified risks
- Reviewing and updating the risk register on a regular basis and closing off risks that have reduced to zero likelihood
- Monitoring the impact of risk on cost, schedule (risk analysts), time and liability
- Following organisational health and safety procedures and policies

Knowledge and understanding

- General principles of risk and opportunity management
- Risk ownership – identification of individuals accountable for ensuring risk are managed appropriately
- The purpose and format of the risk management plan including risk level
- Quantitative and qualitative measures of risk analysis
- How to allocate budget and resources to each risk
- The implications of additional expenditure on project risk register
- Potential effects of the risks on the project including costs, time and reputation
- The tools and processes for identifying and analysing project risks and opportunities and how to use them including SWOT and PESTLE
- Techniques for monitoring, reviewing and escalating risks
- Ways in which risks can change and be rated during projects
- The importance of reviewing and updating plans for managing project risks including when and how to do this
- The importance of completing risk assessments, including how and when to do this
- The purpose and importance of a project register of risks, and how it feeds into lessons learned
- How to maintain risks and issues logs
- Organisational systems and procedures for managing and recording project risks
- Health and safety policies and procedures including organisational; industry; and wellbeing
- How to develop contingency plans for managing risks and identification of triggers for implementing contingency

Work Situation

Contributing to quality management procesess

Goal of work situation:

To contribute to the development, maintenance and application of quality management processes in line with organisational requirements.

Brief outline:

This is about individuals, under the direction of their line manager, contributing to the development, maintenance and application of quality plan and quality management processes. It will involve identifying and responding to any areas of non-compliance; and maintaining records suitable for quality audits.

Work activities

- Developing and sourcing quality management plans
- Evaluating quality managment plans
- Checking compliance or success criteria against plans
- Introducing mitigation measures where there is non-compliance
- Introducing compliant alternatives where required such as substitute goods or materials
- Seeking acceptance/approval of quality management plans
- Providing support to carry out quality audits
- Providing support with configuration management control
- Complying with document control procedures

Knowledge and understanding

- The internal quality assurance processes, techniques and external influences applicable to particular projects
- How to conduct quality reviews including baselining of acceptance criteria and setting up objective and impartial project health checks
- Methods and documentation used to evaluate plans
- Process confirmation procedures (audits)
- Data interpretation methods and how to apply them
- Quality planning procedures (standards, measurement)
- How to conduct Equality Impact Assessments
- How to use design acceptance criteria
- Project management methodology
- Quality management systems and standards and how to implement and maintain them
- Continuous/In life improvement including taking account of lessons learned
- How to identify and manage non-compliance
- Steps needed to support quality audit processes
- Who to involve in establishing the quality management system for projects
- Techniques for configuration management control and how to apply these
- Document control procedures

Work Situation
Supporting project governance and reporting

Goal of work situation:
To support project governance and reporting activities and to generate or analyse project reports in line with organisational requirements.

Brief outline:
This work situation is about individuals interacting with internal and external stakeholders to support project governance and reporting activities. This will involve complying with governance arrangements for the delivery of projects; and individuals will have to monitor and review project progress and produce project reports.

Work activities

- Gathering relevant information for stakeholders
- Retrieving, recording and presenting accurate project information
- Identifying deviations from agreed schedule/budget
- Recording agreed changes using formal change control processes
- Drafting and writing accurate technical and non-technical reports
- Drafting and writing effective executive summaries
- Using appropriate presentation formats avoiding duplication
- Analysing project reports/data/trends
- Distributing reports to correct personnel
- Storing/filing reports in line with procedures
- Reporting cadence in line with procedures
- Conducting effective project closure
- Capturing lessons learned effectively

Knowledge and understanding

- The importance of governance systems and procedures
- The set up and management of governance structures and project submission deadlines
- Differences between project, programme and portfolio
- The importance of having clearly defined roles, responsibilities and accountabilities of stakeholders that align with organisational structure
- Project management business processes and frameworks
- Project scope (baseline and document scope); budget approval; timescale acceptance; risk acceptance; change control
- The process and responsibilities for approving project plans
- How to source information from systems and other departments
- Project benefits and disbenefits and how to identify these
- Project tolerances and how to manage these
- Levels and frequency of reporting and project review structure
- Approaches to reactive and gated escalation
- The procedures to follow for project closure and how to apply them
- Generation of reports – monthly reporting; progress reporting
- The organisation's key performance indicators (KPIs) and how they are measured
- How to identify deviations from agreed schedule/budget
- Formal change control processes and how and when to use them
- How to manage stakeholder expectations
- Reporting requirements and mechanisms and how to use them
- Different ways, formats and frequency of reporting and presenting management and stakeholders with information
- How to conduct project reviews
- How to capture lessons learned and disseminate this information

Work Situation

Contributing to stakeholder management

Goal of work situation:

To understand and create positive relationships with stakeholders to enable their expectations to be managed in line with organisational requirements.

Brief outline:

This is about identifying the various stakeholders involved with projects and understanding the relationships between the stakeholders. Individuals will also create positive relationships with all stakeholders involved in projects and communicate with them in an effective manner.

Work activities

- Identifying all relevant stakeholders
- Meeting relevant stakeholders on an ongoing basis
- Reviewing stakeholder profiles
- Producing relevant stakeholder maps
- Evaluating stakeholder analysis to assess the importance of key stakeholders
- Developing and monitoring stakeholder management plans
- Preparing effective stakeholder communications
- Organising stakeholder meetings and/or workshops efficiently
- Facilitating effective stakeholder meetings and/or focus groups
- Responding appropriately to stakeholders
- Managing stakeholders effectively
- Communicating effectively with stakeholders using appropriate methods
- Supporting stakeholder events efficiently

Knowledge and understanding

- Types of stakeholders, who they are and why they are important
- Internal/external communication including type, style, and tactics
- Appropriateness of communication channels and content
- Organisational structure and that of its senior leadership team
- Ways to interact and communicate with management and stakeholders
- The importance of and approaches to stakeholder management
- How to carry out stakeholder mapping
- How to apply the power interest matrix for stakeholders
- Different stakeholder needs and/or agendas
- The escalation process to highlight problems
- Techniques for negotiating style, and how to use these to influence others
- Strategies for managing conflict and how to use them
- The importance of carrying out wellbeing checks
- Different ways, formats and frequency of reporting and presenting management and stakeholders with information

Work Situation
Organising and facilitating meetings

Goal of work situation:
To organise and facilitate meetings to achieve project objectives in line with organisational requirements.

Brief outline:
This is about organising and facilitating meetings with stakeholders to achieve project objectives. This may be to solve problems, take decisions, consult with people or to exchange information and knowledge relating to a project.

Work activities

- Providing clarity on subject matter, purpose of, and objectives of meetings
- Organising attendees effectively
- Booking meeting facilities ensuring suitable time and space
- Creating and sharing agendas with attendees
- Circulating any pre-reading where appropriate
- Leading meetings including summarising discussions at appropriate times; and allocating action points to attendees
- Taking appropriate records of meetings
- Following up on any actions within required timescales
- Providing follow-up or updates to attendees as required

Knowledge and understanding

- How to establish the purpose and objectives of meetings
- The importance of confirming meetings are the best way to achieve objectives
- How to prepare to lead meetings
- The importance of preparing meeting documentation including notice of meeting, agenda and minutes (action/narrative)
- Notice required to enable participants to attend
- How to identify who needs to participate in meetings including; circulating relevant information in advance; informing attendees of their roles; importance of meeting and preparation required
- The importance of:
    - clarifying specific meeting objectives
    - encouraging all participants to make clear, concise and constructive contributions from their perspectives
    - acknowledging and building on the contributions of participants
    - setting a fixed time for meetings to begin and end and allocating time appropriately for each agenda item stating the meeting purpose and checking participants understand why they are present and what is expected of them
- How to:
    - discourage unhelpful comments and digressions
    - refocus attention on meeting objectives
    - manage time flexibly, giving more time to particular agenda items
- Meeting authority, remit, terms of reference
- Any formal procedures that apply to meetings
- Those who are affected by decisions and need to know about them

Work Situation

Leading and managing teams

Goal of work situation:

To lead and manage teams to support the delivery of outcomes in line with organisational requirements.

Brief outline:

The purpose of this work situation is for individuals to communicate and support project outcomes and influence and align people to achieve a specific aim within agreed parameters and in line with organisational requirements.

Work activities

- Communicating and ensuring an understanding, in the team, of the overall outcomes
- Checking the team clearly understand and can articulate their roles and responsibilities
- Providing clear direction, where required, within your remit
- Encouraging effective teamwork to meet outcomes
- Building and maintaining positive and effective teams
- Empowering and inspiring team members to deliver successful outcomes
- Monitoring team compliance with relevant professional codes of conduct and organisational policies and procedures
- Identifying and reporting on any potential or actual cases of professional malpractice

Knowledge and understanding

- Maturity of teams/team development stages and approaches
- Approaches to leadership and applicable situations applicable
- Internal/external communication including type, style, and tactics
- The importance of keeping team members informed including team meetings, daily scrums/buzz sessions and social time
- Principles of team development including building positive and effective teams
- How and when to say no

- Conflict management measures and the organisational processes for resolving differences
- Relevant national and international legal, regulatory, ethical and social requirements including the impact they have on own area of responsibility and the consequences of non-compliance
- The importance of identifying and supporting team members' personal development to facilitate project success
- Professional codes of conduct and why this is important
- Leadership models, styles, qualities and self-awareness

Work Situation

Developing personal professionalism

Goal of work situation:

To manage and improve own performance in a business environment and in line with organisational requirements.

Brief outline:

This work situation is about individuals taking responsibility for negotiating and agreeing realistic targets for own work, reflecting on, and learning from any mistakes using feedback for improvement. Individuals will learn to cope with pressure and setbacks, discuss and take advantage of Continuing Professional Development (CPD) opportunities.

Work activities

- Participating effectively in performance/career reviews
- Identifying own strengths and improvement needs
- Setting SMART objectives/goals/personal development plans/ horizons
- Recording and evidencing CPD and competence assessments including benefits
- Researching, planning and undertaking development programmes
- Planning and taking account of own work
- Improving own performance
- Participating in formal and informal activities such as mentoring and shadowing
- Seeking and acting on feedback
- Reflecting on own performance and involvement in activities

Knowledge and understanding

- Setting and agreeing SMART goals – Specific, Measurable, Achievable, Realistic, Time-bound
- How to identify knowledge and skills gaps
- How to prepare development plans including the content and length of time these should cover
- Sources of up-to-date and appropriate information to support own CPD activities, competence frameworks, etc
- Importance of career and personal goals, including collective organisational learning, when planning CPD
- How to record and evidence CPD
- Emotional intelligence techniques and how to apply them
- The importance of well-being including where to get support and how to manage your own well-being
- The organisations key performance indicators (KPIs) for CPD and how they are measured
- The process of 360° feedback and why this is important
- Approaches to reverse mentoring/coaching
- Different learning models and styles and how to apply them

Work Situation
Developing and evaluating meta-skills

Goal of work situation:
To develop your meta-skills through a process of regular reflection, trial and error, coaching, feedback and proactive personal development.

Brief outline:
Over the course of your apprenticeship, you will be required to pause on a regular basis and reflect on your performance and approach to work situations. In some cases, this may be on your own, in other cases it may be with the help of your employer and/or assessor. The purpose of these reflective sessions will be to bring attention to the mindset and approach you are bringing to your work and consider ways to improve your skills and/or performance.

Work activities

Developing and evaluating your meta-skills through:

- Reflecting on your workplace performance and meta-skills development by:
    - completing a meta-skills profiling tool with your employer at the start of your apprenticeship
    - defining each of the meta-skills in the context of your role
    - discussing with your employer how frequently you may need to use each of the meta-skills
    - identifying work situations in which you might be able to develop or apply the meta-skills
- Identifying personal strengths and areas for development by:
    - completing a meta-skills self-assessment at the start of your apprenticeship
    - carrying out an initial self-assessment on meta-skills
    - identifying areas where you can improve your meta-skills

- Continuously reflecting on your meta-skills during your apprenticeship including:
    - participating in self-reflection, peer review, coaching and mentoring activities
    - maintaining a reflective log (or blog/vlog) that shows how your workplace experiences have been or could be informed by meta-skills
    - identifying opportunities and strategies to improve your meta-skills and workplace performance
- Identifying and taking forward actions to support personal development

Knowledge and understanding

The importance of meta-skills in relation to your role including:

- The importance of reflective practice and how to undertake it.
- The purpose and importance of meta-skills and skills for the future
- Approaches to personal development and how to apply them

Work Situations: General knowledge and understanding, skills and behaviour requirements

The following knowledge and understanding, skills and behaviours are generic across all of the work situations:

General knowledge and understanding

Within any project management role an apprentice should understand:

- Their role and the responsibilities within it; including boundaries
- The role of other teams within the organisation
- The processes to follow when providing feedback to others
- Organisational values and behaviours
- When a situation needs to be escalated and knows who to escalate it to
- The relevant legislative, regulatory and organisational requirements
- Ethical and professional codes of conduct
- Organisational requirements in relation to environmental performance and sustainability

General skills

- Communicating with internal and external stakeholders using appropriate form of communication
- Consulting with relevant stakeholders at appropriate stage of project
- Making appropriate decisions using evidence-based information
- Evaluating information using organisational processes
- Recording and storing information using version control techniques
- Monitoring progress against agreed criteria
- Using appropriate negotiation strategy/skills in line with business procedures
- Presenting information using appropriate methods to suit stakeholder groups
- Making sense of situations, using problem solving techniques and putting forward solutions
- Using organisational processes to report on progress
- Checking and confirming what internal and external stakeholders require

- Building positive relationships with internal and external stakeholders
- Using effective time management techniques
- Applying effective contingency planning techniques
- Estimating appropriate tolerances – time/cost
- Applying effective influencing and conflict management techniques with stakeholders
- Using IT applications to produce documentation
- Managing data and information in line with organisational procedures and legal requirements

General behaviours

- Keeping people informed in a timely way
- Complying with legal requirements, industry regulations, organisational policies, ethical and professional codes of practice
- Acting within the limits of your authority
- Checking the accuracy and validity of information
- Respecting the views and opinions of others even if these differ from your own
- Maintaining confidentiality appropriate to your role
- Adapting positively to changing priorities
- Remaining calm and focussed under pressure, dealing with setbacks as they occur
- Demonstrating a positive professional attitude, respect for others
- Remaining calm when dealing with difficult stakeholders,colleagues or situations
- Displaying empathy towards others

Requirements for equipment, standards and type of workplace

Equipment	Standards	Typical workplace
• Laptop/pc • Software relevant to organisation - generic applications and sector specific	• Organisational procedures • Health and safety at work • Regulatory and legislativeprocedures • Ethical and professional codesof practice • Programme office standards	• Office • Site • Virtual office