

Overview

This Unit is about team selection and management: You will need to demonstrate your competence to appoint and manage a design team. You will also need to demonstrate your competence to assess the requirements of the design tasks, to select the members of the team to match the tasks, to brief the team to meet the requirements of the tasks and to establish working methods for the team.

You will need to determine the criteria for the team, the requirements of the tasks, identify potential candidates, and negotiate proposals to secure a team able to prepare the designs. You will also need to identify and evaluate the capabilities of site team members and obtain those required to meet programmed requirements

You will need to confirm the design requirements, the timing and resourcing of operations to meet the task requirements. You will also need to present the plan of design requirements to the design team so that every member fully understands the contribution expected.

You will need to plan the programme for the design team, deciding on the necessary work programme, the allocation of tasks to team members and ensure that all understand the requirements. You will also need to monitor the effectiveness of the operation, and provide feedback to team members

Performance criteria

- You must be able to:*
- Select and appoint a design team
 - P1 identify the services and resources that are needed, and select those that meet the agreed timescales and budget limits
 - P2 negotiate and agree proposals for team membership which are likely to produce an effective team
 - P3 evaluate the quality and reliability of services and resources and circulate the results to decision makers
 - P4 arrange for the preparation of contracts and terms of appointment terms for the staff selected and confirm the arrangements in writing with people who have an interest
 - P5 negotiate contracts and agreements in a way which preserves goodwill and trust
 - Induct and brief a design team
 - P6 confirm the roles and capabilities roles and capabilities roles and capabilities of all those involved in the design process
 - P7 agree within the design team the allocation and control of design responsibilities and pass this information on to the client and other people who are involved
 - P8 negotiate and agree a clear and accurate brief on the purpose, process and intended results of team activities
 - P9 discuss and confirm the design programme design programme design programme design programme with the design team
 - P10 agree, with the client and the design team, changes to the brief and design programme which improve the effectiveness of the results and the efficiency of the process
 - P11 provide relevant information and clarification to the team
 - Establish design team working methods
 - P12 prepare a strategy for the project which makes the best use of the capabilities of all members of the team
 - P13 challenge client design intentions which are unclear from the brief or thought to be unsound, discuss them with people who have an interest, clarify them and resolve them
 - P14 develop clear parameters which will enable the project to meet the requirements of the design brief and programme of the design brief and programme of the design brief and programme of the design brief and programme

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P15 set up arrangements to achieve effective communication between all the people involved in the design development

P16 set up and agree with the team appropriate and realistic methods for design development, evaluation, modification and updating

P17 identify potential areas needing design investigation design investigation design investigation and agree a realistic timescale and costs with the design team

P18 select and specify methods of design monitoring which are suitable for the project and the budget for design development, and explain the method to the team

P19 arrange for the monitoring of the progress of the team and provide team members with feedback on timing, task completion and team processes

P20 coordinate feedback sessions in a manner which is suitable for the needs and capabilities of the team and which allows each team member enough time to express their views

P21 summarise major learning points, conclusions, agreements and conflicts accurately and clearly

Knowledge and understanding

- You need to know and understand:*
- Select the design development team
 - K1 how to select the services and resources that meet the agreed timescales and budget limits (evaluation)
 - K2 how and why to negotiate proposals for team membership which are likely to produce an effective team (synthesis)
 - K3 how and why to agree proposals for team membership which are likely to produce an effective team (evaluation)
 - K4 how and why to evaluate the quality and reliability of services and resources (evaluation)
 - K5 how and why to circulate the results to decision makers (application)
 - K6 how to arrange for the preparation of contracts and terms of appointment for the staff selected (application)
 - K7 how to confirm the arrangements in writing with people who have an interest (application)
 - K8 how and why to negotiate contracts and agreements in a way which preserves goodwill and trust (synthesis)
 - Induct and brief a design team
 - K9 how to confirm the roles and capabilities roles and capabilities roles and capabilities of all those involved in the design process (application)
 - K10 how and why to agree within the design team the allocation and control of design responsibilities (evaluation)
 - K11 how to pass this information on to the client and other people who are involved (application)
 - K12 how and why to negotiate a clear and accurate brief on the purpose, process and intended results of team activities (synthesis)
 - K13 how and why to agree a clear and accurate brief on the purpose, process and intended results of team activities (evaluation)
 - K14 how to discuss and confirm the design programme design programme design programme with the design team (application)
 - K15 how and why to agree, with the client and the design team, changes to the brief and design programme which improve the effectiveness of the results and the efficiency of the process (evaluation)
 - K16 how to provide relevant information and clarification to the team

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(application)

Establish design team working methods

K17 how to prepare a strategy for the project which makes the best use of the capabilities of all members of the team (application)

K18 how and why to challenge client design intentions which are unclear from the brief or thought to be unsound with people who have an interest (analysis)

K19 how to discuss and clarify any client design intentions which are unclear from the brief or thought to be unsound with people who have an interest

K20 how and why to resolve any client design intentions which are unclear from the brief or thought to be unsound with people who have an interest (synthesis)

K21 how and why to develop clear parameters which will enable the project to meet the requirements of the design brief and programme (synthesis)

K22 how and why to develop clear parameters which will enable the project to meet the requirements of the design brief and programme (synthesis)

K23 how to set up arrangements to achieve effective communication arrangements between all the people involved in the design development (synthesis)

K24 how to set up with the team appropriate and realistic methods for design development, evaluation, modification and updating (synthesis)

K25 how and why to agree with the team appropriate and realistic methods for design development, evaluation, modification and updating (evaluation)

K26 what to identify as the potential areas needing design investigation and agreeing a realistic timescale and costs with the design team (understanding)

K27 how and why to select and specify methods of design monitoring which are suitable for the project and the budget for design development (evaluation)

K28 how to explain the method to the team (application)

K29 how to arrange for the monitoring of the progress of the team (application)

K30 how to provide team members with feedback on timing, task completion and team processes (application)

K31 how to coordinate feedback sessions in a manner which is suitable

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for the needs and capabilities of the team and which allows each team member enough time to express their views (application)
K32 how to summarise major learning points, conclusions, agreements and conflicts accurately and clearly (application)

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Scope/range

- Select and appoint a design team
 - 1 Services:
 - 1.1 specialist
 - 1.2 support services
 - 2 Resources:
 - 2.1 human
 - 2.2 materials
 - 2.3 plant and equipment
 - 2.4 facilities
 - 3 Terms of appointment:
 - 3.1 full service
 - 3.2 partial services
 - 3.3 quantum meruit
 - 3.4 scale fee
 - 3.5 package deal
 - 3.6 design and build
 - 3.7 fast track
 - 3.8 in-house
- Induct and brief a design team
 - 4 Roles and capabilities in:
 - 4.1 aspects of design
 - 4.2 health and safety
 - 4.3 statutory and other approvals
 - 4.4 procurement
 - 4.5 coordination
 - 4.6 quality assurance
 - 5 Present:
 - 5.1 orally
 - 5.2 in writing
 - 5.3 graphically
 - 5.4 electronically
 - 6 Design programme
 - 6.1 key decision stages
 - 6.2 scheduling and timetabling
 - 6.3 delivery of design documentation
 - 6.4 statutory approvals

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- 6.5 design team meetings
- 6.6 procurement
- Establish design team working methods
- 7 People who have an interest:
 - 7.1 the client
 - 7.2 design consultants
 - 7.3 potential contractors
 - 7.4 potential subcontractors and suppliers
 - 7.5 partners in the development programme
 - 7.6 prospective users
 - 7.7 regulatory authorities
 - 7.8 government agencies
 - 7.9 public interest organisations
- 8 Requirements of the design brief and programme:
 - 8.1 key decision stages
 - 8.2 scheduling and timetabling
 - 8.3 delivery of design documentation
 - 8.4 statutory approval
 - 8.5 design team meetings
 - 8.6 procurement
- 9 Arrangements to achieve effective communication:
 - 9.1 oral
 - 9.2 correspondence
 - 9.3 reports
 - 9.4 organisation and minuting of design team meetings and actioning outcomes
 - 9.5 key liaison personnel
 - 9.6 contingency arrangements
- 10 Methods for design development, evaluation, modification and updating
 - 10.1 responsibilities
 - 10.2 format
 - 10.3 content
 - 10.4 indexing
 - 10.5 distribution
 - 10.6 reviewing

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- 10.7 resolving conflicts
- 10.8 revising
- 10.9 quality control
- 10.10 storage
- 10.11 security
- 10.12 retrieval
- 10.13 statutory approvals
- 11 Design investigation:
 - 11.1 documentary search
 - 11.2 investigative research
 - 11.3 field investigation
 - 11.4 consultation with people who have an interest
 - 11.5 physical models
 - 11.6 computer models
- 12 Design monitoring:
 - 12.1 exchanging and coordinating information
 - 12.2 checks and approvals
 - 12.3 meetings
 - 12.4 reporting

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Developed by Construction Skills

Version Number 1

Date Approved April 2003

Indicative Review Date November 2019

Validity Current

Status Original

Originating Organisation ConstructionSkill

Original URN COSTRPO14

Relevant Occupations Civil engineers; Town Planning Managers

Suite Transportation

Keywords Transportation; projects; design; team; manage; programme;
