

Overview

This Standard is about developing and agreeing workflow and monitoring and controlling that work to ensure that desired creative outputs of appropriate quality are achieved whilst remaining within budgetary and resource constraints. It includes prioritising activities, leading others, contingency planning and being responsive to change.

Performance criteria

You must be able to:

1. identify quality expectations for creative outputs and any requirements as to how they should be achieved
2. identify available budgets, timescales and resource constraints
3. resolve any points for clarification and ambiguities arising from information and its interpretation
4. make realistic estimates of equipment, materials and people required to meet the creative and technical demands of the project
5. identify key milestones and plan how they will be achieved
6. secure people with the appropriate skills to carry out the work
7. give accurate and concise information about plans to the people involved in time for them to influence plans, where appropriate, and take appropriate action
8. establish arrangements for effective communications between everyone involved
9. agree arrangements for dealing with contingencies with those involved
10. use accurate, current and reliable information to compare progress against plans and schedules
11. monitor activities and progress sufficiently to enable you to identify deviations
12. use appropriate methods to communicate changes to previously agreed plans to all relevant people
13. suggest and agree workable solutions, when there are significant deviations from schedule and plans

Knowledge and understanding

You need to know and understand:

1. how to find out about requirements including changes to previous plans
2. approaches to quality assurance and what is required for the production
3. the roles and responsibilities of the people involved and who the decision makers are
4. how a workflow can help people understand interdependencies between different activities and improve the quality of early dialogue
5. the information required by different people at each stage
6. the equipment required and any specific requirements relating to it
7. criteria and methods for accurately and comprehensively assessing quantity and specification of materials
8. ways to evaluate the performance of materials
9. how and when to identify specialist skills, equipment or materials and where to source them
10. the contracting and insurance requirements for the work and the processes to follow to achieve them
11. sources of information on progress and how to monitor and check activities and progress
12. ways of reaching agreement on roles and responsibilities
13. how to identify actual and potential deviations from schedules and plans
14. when to take control from others
15. how to select the best way to communicate with the people involved
16. what information is needed by whom and when they need it
17. the kinds of contingencies which may arise and ways of dealing with them

18. how to identify and evaluate the benefits and disadvantages of different ways to cut costs or save time
19. common causes of delays and how these may be avoided or accommodated
20. expected processes and formats for presenting information and their interface with industry standard applications
21. relevant legislation including employment, health and safety, intellectual property rights and waivers and moral rights

Manage projects in the creative industries

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