

UNIT SUMMARY

What is the unit about?

This unit is about managing a specific programme of different projects which are independent but still depend on each other. Taken together, these projects will contribute to achieving a bigger strategic aim.

Who is the unit for?

The unit is recommended for middle managers and senior managers.

Links to other units

This unit is linked to unit **F1. Manage a project** in the overall suite of National Occupational Standards for Management and Leadership.

Skills

Listed below are the main generic 'skills' that need to be applied in managing a programme of complementary projects. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Acting assertively
- Analysing
- Communicating
- Managing conflict
- Delegating
- Decision-making
- Influencing
- Leadership
- Motivating
- Negotiating
- Planning
- Problem-solving
- Questioning
- Stress management
- Time management
- Team-building
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OUTCOMES OF EFFECTIVE PERFORMANCE

You must be able to do the following:

1. Make sure everyone involved is clear about how the programme links to strategic targets.
2. Take account of all essential needs and translate strategic targets into practical, efficient and effective actions.
3. Make sure everyone involved understands the critical aspects of putting the programme into practice and arrangements for dealing with contingencies.
4. Monitor and control the programme so that it achieves the stated objectives in the most effective and efficient way, on time and within the budget.
5. Provide support to allow programme team members to perform efficiently and effectively.
6. Make recommendations which identify good practice and areas for improvement.
7. Tell everyone involved about important issues and the results of putting the programme into practice.

BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

1. You address multiple demands without losing focus or energy.
2. You recognise changes in circumstances promptly and adjust plans and activities accordingly.
3. You find practical ways to overcome barriers.
4. You keep people informed of plans and developments.
5. You present information clearly, concisely, accurately and in ways that promote understanding.
6. You monitor the quality of work and progress against plans and take appropriate corrective action, where necessary.
7. You create a sense of common purpose.
8. You identify a range of elements in a situation and how they relate to each other.

KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

General knowledge and understanding

1. The difference between project and programme management.
2. The roles and key responsibilities of a programme manager.
3. Principles, processes, tools and techniques for managing programmes.
4. The basic principles, methods and techniques of total quality management.
5. How to manage, motivate, plan, monitor and assess people.
6. How to assess and manage risk.
7. How to manage change within projects and programmes.

Industry/sector specific knowledge and understanding

1. Programme and project management tools and techniques commonly used in the industry or sector.
2. Risks and contingencies common to the industry/sector.
3. Industry/sector specific legislation, regulations, guidelines and codes of practice.

Context specific knowledge and understanding

1. The programme sponsor(s) – the individual or group for whom the programme is being undertaken.
2. Key stakeholders – the individuals or groups who have a vested interest in the success of the programme and the organisation.
3. General organisational policies, practices and activities that may affect the programme plan.
4. The agreed key objectives and scope of the programme and the available resources.
5. The overall vision, objectives and plans of the organisation and any other relevant programmes of work or projects being undertaken.
6. Procedures in your organisation for managing finance.
7. Procedures in your organisation for buying products and services.
8. General legal requirements that are relevant to your organisation.
9. General quality standards and processes within your organisation.
10. General personnel policies and procedures within your organisation.