Achieving results

Manage a programme of complementary projects

F2

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 with 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 which 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.

- Analysing
- Acting assertively
- 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.

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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.