

# SCDCPC516

## Manage a programme of complementary projects (Commissioning, Contracting and Procurement)



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### Overview

#### **Key Purpose**

The key purpose identified for those working in commissioning, procurement and contracting is to “Specify, shape and secure quality services, responses and projects that deliver improving outcomes for individuals, families and communities within the strategic objectives of the organisation”.

#### **About this unit**

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. The unit is recommended for middle managers and senior managers.

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### Performance criteria

*You must be able to:*

- P1 make sure everyone involved is clear about how the programme links to strategic targets
- P2 take account of all essential needs and translate strategic targets into practical, efficient and effective actions
- P3 make sure everyone involved understands the critical aspects of putting the programme into practice and arrangements for dealing with contingencies
- P4 monitor and control the programme so that it achieves the stated objectives in the most efficient and effective way, on time and within the budget
- P5 provide support to allow programme team members to perform efficiently and effectively
- P6 make recommendations, which identify good practice and areas for improvement
- P7 tell everyone involved about important issues and the results of putting the programme into practice

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### Knowledge and understanding

*You need to know and understand:*

#### General knowledge and understanding

- K1 the difference between project and programme management
- K2 the roles and key responsibilities of a programme manager
- K3 principles, processes, tools and techniques for managing programmes
- K4 the basic principles, methods and techniques of total quality management
- K5 how to manage, motivate, plan, monitor, and assess people
- K6 how to assess and manage risk
- K7 how to manage change within projects and programmes

#### Industry/sector specific knowledge and understanding

*You need to know and understand:*

- K8 programme and project management tools and techniques commonly used in the industry or sector
- K9 risks and contingencies common to the industry/sector
- K10 industry/sector specific legislation, regulations, guidelines and codes of practice

#### Context specific knowledge and understanding

*You need to know and understand:*

- K11 the programme sponsor(s) – the individual or group for whom the programme is being undertaken
- K12 key stakeholders – the individuals or groups who have a vested interest in the success of the programme and the organisation
- K13 general organisational policies, practices and activities that may affect the programme plan
- K14 the agreed key objectives and scope of the programme and the available resources
- K15 the overall vision, objectives and plans of the organisation and any other relevant programmes of work or projects being undertaken
- K16 procedures in your organisation for managing finance
- K17 procedures in your organisation for buying products and services
- K18 general legal requirements that are relevant to your organisation
- K19 general quality standards and processes within your organisation
- K20 general personnel policies and procedures within your organisation

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### Additional Information

#### Values

The values underpinning this unit have been derived from the values and principles statement, relevant service standards and codes of practice for health and social care in the four UK countries

#### Behaviours

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 and 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

#### 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.

1. Analysing
2. Acting assertively
3. Communicating
4. Managing conflict
5. Delegating Decision-making
6. Influencing
7. Leadership
8. Motivating
9. Negotiating
10. Planning
11. Problem solving
12. Questioning
13. Stress management
14. Time management
15. Team building

#### Links to other NOS

This unit has been imported from the Management and Leadership NOS (Unit F2) with style changes only, but it will still look different from the other units as it does not have separate elements.

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<b>Suite</b>	Commissioning, Procurement and Contracting
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