

SCDLMCSE12

Manage a programme of complementary projects



Overview

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.

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Performance criteria

You must be able to:

- P1 you make sure everyone involved is clear about how the programme links to strategic targets
- P2 you take account of all essential needs and translate strategic targets into practical, efficient and effective actions
- P3 you make sure everyone involved understands the critical aspects of putting the programme into practice and arrangements for dealing with contingencies
- P4 you 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
- P5 you provide support to allow programme team members to perform efficiently and effectively
- P6 you make recommendations which identify good practice and areas for improvement
- P7 you tell everyone involved about important issues and the results of putting the programme into practice for consultation use only

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Knowledge and understanding

You need to know and understand:

Legislation and policy

- K1 industry/sector specific legislation, regulations, guidelines and codes of practice
- K2 general organisational policies, practices and activities that may affect the programme plan
- K3 the overall vision, objectives and plans of the organisation and any other relevant programmes of work or projects being undertaken
- K4 procedures in your organisation for managing finance
- K5 procedures in your organisation for buying products and services
- K6 general legal requirements that are relevant to your organisation
- K7 general quality standards and processes within your organisation
- K8 general personnel policies and procedures within your organisation

Leadership and management theory and practice

You need to know and understand:

- K9 the difference between project and programme management
- K10 the roles and key responsibilities of a programme manager
- K11 principles, processes, tools and techniques for managing programmes
- K12 the basic principles, methods and techniques of total quality management
- K13 how to manage, motivate, plan, monitor, and assess people
- K14 how to assess and manage risk
- K15 how to manage change within projects and programmes
- K16 programme and project management tools and techniques commonly used in the industry or sector
- K17 risks and contingencies common to the industry/sector
- K18 the programme sponsor(s) – the individual or group for whom the programme is being undertaken
- K19 key stakeholders – the individuals or groups who have a vested interest in the success of the programme and the organisation
- K20 the agreed key objectives and scope of the programme and the available resources

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Additional Information

Scope/range

Your knowledge and understanding for this unit relates to legal and organisational requirements for care services; employer and employee codes of practice and conduct within care services; the depth and breadth of understanding that will enable you to lead and manage care services effectively, support workers to perform competently, ensure the well being of all within your provision, critically evaluate, assess and intervene appropriately to resolve issues and conflicts and the need to understand and work in collaboration with people, workers and relevant others within and outside your provision to ensure its viability into the short, medium and longer term future.

Competent leadership and management practice is a combination of the application of skills and knowledge informed by values and ethics. This specification details the knowledge and understanding required to carry out competent leadership and management in the performance described in this unit.

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, accurately and in ways that promote
- 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

- 1 Analysing
- 2 Acting assertively
- 3 Communicating
- 4 Managing conflict
- 5 Delegating
- 6 Decision making
- 7 Influencing
- 8 Leadership
- 9 Motivating
- 10 Negotiating
- 11 Planning
- 12 Problem solving
- 13 Questioning

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- 14 Stress management
- 15 Time management
- 16 Team building

External Links

When using this specification it is important to read the knowledge requirements in relation to expectations and requirements of your job role and the content of this unit

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Suite Leadership and Management for Care Services

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