

SFJCPS9.2

Manage a programme of complementary projects



Overview

This standard 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 standard is recommended for middle managers and senior managers.

SFJCPS9.2

Manage a programme of complementary projects

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 effective and efficient 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

SFJCPS9.2

Manage a programme of complementary projects

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

SFJCPS9.2

Manage a programme of complementary projects

Additional Information

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

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

SFJCPS9.2

Manage a programme of complementary projects

| | |
|---------------------|--------------------|
| Developed by | Skills for Justice |
|---------------------|--------------------|

| | |
|-----------------------|---|
| Version number | 1 |
|-----------------------|---|

| | |
|----------------------|----------------|
| Date approved | September 2010 |
|----------------------|----------------|

| | |
|-------------------------------|----------------|
| Indicative review date | September 2013 |
|-------------------------------|----------------|

| | |
|-----------------|---------|
| Validity | Current |
|-----------------|---------|

| | |
|---------------|----------|
| Status | Tailored |
|---------------|----------|

| | |
|---------------------------------|-----|
| Originating organisation | MSC |
|---------------------------------|-----|

| | |
|---------------------|----|
| Original URN | F2 |
|---------------------|----|

| | |
|-----------------------------|---|
| Relevant occupations | Health, Public Services and Care; Public Services; Managers and Senior Officials; Corporate Managers and Senior Officials |
|-----------------------------|---|

| | |
|--------------|------------------------------------|
| Suite | Commissioning in the Public Sector |
|--------------|------------------------------------|

| | |
|------------------|----------------------------------|
| Key words | Management, Leadership, Projects |
|------------------|----------------------------------|