

## SFJPSG6.2.3

### Manage a programme of complementary projects



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#### Overview

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

This unit should be used in conjunction with your organisation's own leadership behaviours.

It reflects best practice within aspects of the PSG core skills, and in particular to aspects of 'Programme and Project Management'.

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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 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

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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

#### Government 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

##### 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 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 another

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<b>Developed by</b>	Skills for Justice
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<b>Relevant occupations</b>	Public Services; Public Service Professionals; Government and Related Organisations
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<b>Suite</b>	Professional Skills for Government (PSG)
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