

UNIT F2 MANAGE A PROGRAMME OF COMPLEMENTARY PROJECTS

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

UNIT F2 **MANAGE A PROGRAMME OF COMPLEMENTARY PROJECTS**

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.

UNIT F2 **MANAGE A PROGRAMME OF COMPLEMENTARY PROJECTS**

Behaviours which underpin effective performance

- a You address multiple demands without losing focus or energy.
- b You recognise changes in circumstances promptly and adjust plans and activities accordingly.
- c You find practical ways to overcome barriers.
- d You keep people informed of plans and developments.
- e You present information clearly, concisely, accurately and in ways that promote understanding.
- f You monitor the quality of work and progress against plans and take appropriate corrective action, where necessary.
- g You create a sense of common purpose.
- h You identify a range of elements in a situation and how they relate to each other.

UNIT F2 MANAGE A PROGRAMME OF COMPLEMENTARY PROJECTS

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

- 8 Programme and project management tools and techniques commonly used in the industry or sector.
- 9 Risks and contingencies common to the industry/sector.
- 10 Industry/sector specific legislation, regulations, guidelines and codes of practice.

Context specific knowledge and understanding

- 11 The programme sponsor(s) - the individual or group for whom the programme is being undertaken.
- 12 Key stakeholders – the individuals or groups who have a vested interest in the success of the programme and the organisation.
- 13 General organisational policies, practices and activities that may affect the programme plan.
- 14 The agreed key objectives and scope of the programme and the available resources.
- 15 The overall vision, objectives and plans of the organisation and any other relevant programmes of work or projects being undertaken.
- 16 Procedures in your organisation for managing finance.

UNIT F2 MANAGE A PROGRAMME OF COMPLEMENTARY PROJECTS

Context specific knowledge and understanding (continued)

- 17 Procedures in your organisation for buying products and services.
- 18 General legal requirements that are relevant to your organisation.
- 19 General quality standards and processes within your organisation.
- 20 General personnel policies and procedures within your organisation.

UNIT F2 MANAGE A PROGRAMME OF COMPLEMENTARY PROJECTS

Evidence requirements

Outcomes	Evidence of Outcomes: • possible examples of evidence	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
O1 O2 O3 O4 O5 O6 O7	Terms of reference and plans for projects that you have agreed:				
	• notes or minutes of meetings you have organised, records of presentations you have made, and emails, memos, letters, project briefs and terms of reference, scoping or feasibility studies and other documents that you have written or commissioned, to agree with, and explain to, project teams and leaders the rationale, purpose, objectives, scope, risks, contingencies, resources, planning tools, plans and timescales of projects	a, d, g	1, 2, 3, 4, 5, 6	1, 2, 3	1, 2, 3, 4, 5, 6, 7, 8, 9, 10
	• notes or minutes and records of discussion you have had with project teams and leaders, to monitor progress against agreed milestones, identify and resolve any problems identified or resources required, and agree any changes to the project plans	a, b, c, d, f, h	1, 2, 3, 5, 7	1, 2, 3	3, 4, 5, 6, 7, 8, 9, 10
	• project budget reconciliations and exception reports you have prepared	e, f	2, 3	1, 2	4, 6
	• details of any training or consultancy support or additional resources you have organised to support project teams	a, c, f	2, 5	1	4, 10
	• newsletters, emails, intranet pages and other communications you have organised, to make people aware of the progress and outcomes of the programme	c	2	-	5
	• reports or presentations you have prepared, evaluating the effectiveness of the programme of complementary projects you have managed, identifying good practice and making recommendations for future improvements	c, e, f, h	2, 3, 4	1	1, 2, 4
	• personal statement (reflections on your role in organising and monitoring a programme of complementary projects)	a, b, c, f, h	1, 2, 3	1, 2, 3	1, 2, 4, 5