

Unit: CPC 516 Manage a programme of complementary projects

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.

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.

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

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. The values and principles statement is at the start of these units:

Key words and concepts

This section provides explanations of the key words and concepts used in this unit. In occupational standards it is quite common to find familiar words or phrases used, which, in the detail of the standards, may be used in a very particular way. **Therefore we would encourage you to read this section carefully before you begin working with the standards and to refer back to this section as required.**

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.

Behaviours, which underpin effective performance:

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.

Knowledge specification for the whole of this unit

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

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

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

1. Programme and project management tools and techniques commonly used in the industry or sector.
2. Risks and contingencies common to the industry/sector.

3. Industry/sector specific legislation, regulations, guidelines and codes of practice.

Context specific knowledge and understanding

1. The programme sponsor(s) – the individual or group for whom the programme is being undertaken.
2. Key stakeholders – the individuals or groups who have a vested interest in the success of the programme and the organisation.
3. General organisational policies, practices and activities that may affect the programme plan.
4. The agreed key objectives and scope of the programme and the available resources.
5. The overall vision, objectives and plans of the organisation and any other relevant programmes of work or projects being undertaken.
6. Procedures in your organisation for managing finance.
7. Procedures in your organisation for buying products and services.
8. General legal requirements that are relevant to your organisation.
9. General quality standards and processes within your organisation.
10. General personnel policies and procedures within your organisation.