

H7YD 04 (CFAM&LFA4) — Manage Programmes

Overview

This standard is about managing a specific programme of different projects which are separate but still depend on each other. Taken together, these projects will contribute to achieving more significant strategic goals.

This standard is relevant to managers and leaders who are responsible for managing programmes.

This standard links closely with *CFAM&LFA5 Manage projects*.

Additional Information

Behaviours

When performing to this standard, you are likely to demonstrate the following behaviours:

- 1 Address multiple demands without losing focus or energy.
- 2 Recognise changes in circumstances promptly and adjust plans and activities accordingly.
- 3 Seek opportunities to improve performance.
- 4 Find practical ways to overcome obstacles.
- 5 Present information clearly, concisely, accurately and in ways that promote understanding.
- 6 Keep people informed of plans and developments in a timely way.
- 7 Clearly agree what is expected of others and hold them to account
- 8 Monitor the quality of work and progress against plans and take appropriate corrective action, where necessary.
- 9 Create a sense of common purpose.
- 10 Champion work to achieve common goals.
- 11 Identify the range of elements in a situation and how they relate to each other.
- 12 Work towards a clearly defined vision of the future.

Skills

When performing to this standard, you are likely to demonstrate the following skills:

- ◆ Acting assertively
- ◆ Analysing
- ◆ Balancing competing needs and interests
- ◆ Communicating
- ◆ Decision-making
- ◆ Delegating
- ◆ Influencing
- ◆ Information management
- ◆ Involving others
- ◆ Leadership
- ◆ Managing conflict
- ◆ Monitoring
- ◆ Motivating
- ◆ Negotiating
- ◆ Planning
- ◆ Presenting information
- ◆ Prioritising
- ◆ Problem solving
- ◆ Providing feedback
- ◆ Questioning
- ◆ Risk management
- ◆ Setting objectives
- ◆ Stress management
- ◆ Team building
- ◆ Thinking strategically
- ◆ Thinking systematically
- ◆ Time management

Performance Criteria — What you do in your job

You must provide evidence to meet all the 14 Performance Criteria for this Unit. The Performance Criteria are grouped under headings to assist you with planning how best to meet these points.

Place the number of the piece of work where this Performance Criteria has been met in the evidence box after each criteria.

	Performance Criteria	Evidence Number where this criteria has been met
1	Establish overall programme objectives and how these link to strategic goals.	
2	Engage those involved and other key stakeholders in managing programmes.	
3	Establish the contribution different strands of the programme make to achieving overall programme objectives.	
4	Ensure those involved understand how different strands of the programme link together and how the programme links to strategic goals.	
5	Ensure those involved are clear about their specific roles and responsibilities and the roles and responsibilities of others with whom they interface.	
6	Deploy resources in line with the requirements and priorities of the different strands of programme.	
7	Make available any training, support or supervision people require to fulfil their roles and responsibilities.	
8	Encourage those involved to identify and take advantage of synergies between different strands of the programme.	
9	Hold individuals to account both for the fulfilment of their own responsibilities and for the achievement of the overall programme objectives.	
10	Monitor the progress of different strands, and of the programme as a whole.	

	Performance Criteria	Evidence Number where this criteria has been met
11	Engage those involved in proposing and taking effective action in light of significant variances, changes in the operating environment or changes in organisational strategy.	
12	Ensure the programme achieves its objectives efficiently and effectively, on time and within budget.	
13	Communicate progress and results of the programme and its different strands to those involved and other key stakeholders in ways which enhance commitment and support.	
14	Make recommendations which identify good practice and areas for improvement.	

Knowledge and Understanding — Why and how you do what you do in your job

You must provide evidence of your knowledge and understanding to meet all the 25 knowledge points for this Unit. The knowledge points are grouped under headings to assist you with planning how best to meet them.

Place the number of the piece of work where each knowledge point has been met in the 'evidence number' box after each point.

General knowledge and understanding

	Knowledge and Understanding <i>You need to know and understand:</i>	Evidence Number where this knowledge point has been met
1	How to engage those involved and other stakeholders in managing programmes.	
2	The difference between project and programme management.	
3	The roles and key responsibilities of a programme manager.	
4	Principles, processes, tools and techniques for managing programmes.	
5	Principles and methods of delegation.	
6	How to hold people to account for the achievement of objectives.	
7	How to manage, motivate, plan, monitor and assess people.	
8	How to assess and manage risk.	
9	How to manage change within projects and programmes.	
10	Principles and methods of effective communication and how to apply them.	
11	Principles, methods and tools for monitoring the progress of different programme strands.	
12	How to evaluate a programme and identify lessons to be learned.	

Industry/sector specific knowledge and understanding

	Knowledge and Understanding <i>You need to know and understand:</i>	Evidence Number where this knowledge point has been met
13	Programme and project management tools and techniques commonly used in the industry or sector.	
14	Risks and contingencies common to the industry/sector.	
15	Industry/sector specific legislation, regulations, guidelines and codes of practice.	

Context specific knowledge and understanding

16	The programme sponsor(s) — the individual or group for whom the programme is being undertaken.	
17	Key stakeholders — the individuals or groups who have a significant interest in the success of the programme and the organisation.	
18	General organisational policies, practices and activities that may affect the programme plan.	
19	The agreed key objectives and scope of the programme and the available resources.	
20	The overall vision, objectives and plans of the organisation and any other relevant programmes of work or projects being undertaken.	
21	Procedures in your organisation for managing finance.	
22	Procedures in your organisation for buying products and services.	
23	Legal requirements that are relevant to your organisation.	
24	Quality standards and processes within your organisation.	

Context specific knowledge and understanding (cont)

	Knowledge and Understanding <i>You need to know and understand:</i>	Evidence Number where this knowledge point has been met
25	Personnel policies and procedures within your organisation.	

The candidate and assessor must only sign below when all Performance Criteria and knowledge points have been met.

Unit assessed as being complete

Candidate's name	
Candidate's signature	
Date submitted to Assessor as complete	

Assessor's name	
Assessor's signature	
Date assessed complete	

Internal Verification

To be completed in accordance with centre's internal verifier (IV) strategy.

Evidence for this Unit was sampled on the following date/s	Internal verifier's signature	Internal verifier's name

This Unit has been subject to an admin check in keeping with the centre's IV strategy.

Date of admin check	Internal verifier's signature	Internal verifier's name

Unit completion confirmed

Internal verifier's name	
Internal verifier's signature	
Date completed	