Manage programmes of work or projects

Overview

This standard is about managing programmes of work or projects for which you have been given responsibility to achieve strategic goals. You meet with sponsors or stakeholders to confirm the key programme or project objectives and identify the links with organisational needs. You confirm resource requirements and deploy these, monitoring programme or project progress and taking action to respond to changes. The standard also includes communicating progress and results. The standard includes delivering projects on time, within budget, to the satisfaction of project sponsors and stakeholders.

This standard is for all managers and leaders.

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Performance criteria

You must be able to:

1. establish overall programme or project objectives and link these to strategic goals
2. discuss and agree the objectives and scope of programme or project with sponsors and stakeholders
3. confirm the available resources with the sponsors and stakeholders
4. identify how the proposed programme or the project fit with the overall vision, objectives and plans of your organisation
5. develop a programme or a project plan in consultation with project team members
6. agree the programme or the project plan with sponsors and stakeholders, making changes, where necessary
7. brief project team members on the final programme or project plan and their roles and responsibilities
8. provide ongoing support, encouragement and information to project team members
9. deploy resources in line with the requirements and priorities of the programme or a project
10. implement processes and resources to manage potential risks arising from the project and deal with contingencies
11. implement the programme or project plan, selecting and applying project management tools and techniques to monitor, control and review progress
12. establish the contribution different stages of the programme or the project to achieve the overall objectives
13. assess and manage risks for different milestones of the programme or the project
14. ensure your colleagues fulfil their responsibilities for the achievement of different stages of the programme or the project
15. monitor the programme or the project to ensure it achieves its objectives on time and within budget
16. communicate progress and results of the programme or the project and its different stages to colleagues and stakeholders
17. change the programme or project plan to respond to problems encountered or changes to organisational objectives
18. obtain agreement to programme or project plan changes from project sponsors and other stakeholders, where necessary
19. deliver programme or project objectives on time and within budget
20. confirm satisfactory completion of the project with the project sponsor and any key stakeholders
21. make recommendations which identify good practice and areas for improvement

22. evaluate the success of the project, identifying what lessons can be learned and shared
23. celebrate the completion of the project, recognising the contributions of project team members
24. follow the legal, organisational, codes of practice and policies relevant to your role and the activities being carried out to manage programmes or projects

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Knowledge and understanding

You need to know and understand:

General knowledge and understanding

1.   the characteristics of programme or projects as opposed to routine management functions, activities and their key stages

2.   the role and key responsibilities of a project manager, including the importance of the relationship between the project manager, sponsors and stakeholders

3.   why it is important to discuss and agree the key objectives and scope of a proposed programme or a project with sponsors and stakeholders before detailed planning commences

4.   why it is important to be able to identify and understand how a programme or a project fits with the overall vision, objectives and plans of the organisation and any programmes of work or other projects being undertaken

5.   why it is important to consult with employees to develop a project plan and the type of information needed for effective project planning

6.   what should be included in a programme or a project plan, particularly activities, required resources and timescales and why the plan needs to be discussed and agreed with the project sponsors and any key stakeholders

7.   how to brief programme or project team members on the plan, confirm their roles and responsibilities and provide ongoing support, encouragement and information

8.   how to identify and manage potential risks and the importance of contingency planning

9.   the type of changes that might need to be made to a programme or a project plan during implementation and the importance of agreeing these with the sponsors and stakeholders

10. why it is important to confirm satisfactory completion of the programme or the project with the sponsors and stakeholders

11. how to establish effective systems for evaluating the success of the programme or the project to identify lessons for the future and recognise the contributions of the team members

Industry and sector specific knowledge and understanding

12. the project management tools and techniques commonly used in the industry and sector

13. the legal, organisational, codes of practice and policies relevant to your role and the activities being carried out to manage programme or projects

Context specific knowledge and understanding

14. the sponsors, stakeholders, agreed key objectives and scope of the plan and the resources available for the programme or the project

15. the overall vision, objectives and plans of the organisation and any other relevant programmes of work or other projects being undertaken

16. your organisation's project management methodology, tools and techniques used to monitor, control and review progress

17. the mechanisms for consulting on the development of the programme or project plan and the feedback received from relevant employees

18. the roles and responsibilities of programme or project team members and the methods used for briefing, supporting, encouraging and providing information to them

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Skills

1. Acting assertively
2. Analysing
3. Balancing competing needs and interests
4. Communicating
5. Decision-making
6. Delegating
7. Influencing
8. Information management
9. Involving employees
10. Leadership
11. Managing conflict
12. Managing programmes
13. Managing projects
14. Monitoring
15. Motivating
16. Negotiating
17. Planning
18. Presenting information
19. Prioritising
20. Problem solving
21. Providing feedback
22. Questioning
23. Reporting
24. Risk management
25. Setting objectives
26. Stress management
27. Team building
28. Thinking strategically
29. Thinking systematically
30. Time management

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