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*.

CFAM&LFA4
Manage programmes

Performance criteria

You must be able to:

P1   Establish overall programme objectives and how these link to strategic goals.

P2   Engage those involved and other key stakeholders in managing programmes.

P3   Establish the contribution different strands of the programme make to achieving overall programme objectives.

P4   Ensure those involved understand how different strands of the programme link together and how the programme links to strategic goals.

P5   Ensure those involved are clear about their specific roles and responsibilities and the roles and responsibilities of others with whom they interface.

P6   Deploy resources in line with the requirements and priorities of the different strands of programme.

P7   Make available any training, support or supervision people require to fulfil their roles and responsibilities.

P8   Encourage those involved to identify and take advantage of synergies between different strands of the programme.

P9   Hold individuals to account both for the fulfilment of their own responsibilities and for the achievement of the overall programme objectives.

P10   Monitor the progress of different strands, and of the programme as a whole

P11   Engage those involved in proposing and taking effective action in light of significant variances, changes in the operating environment or changes in organisational strategy.

P12   Ensure the programme achieves its objectives efficiently and effectively, on time and within budget.

P13   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.

P14 Make recommendations which identify good practice and areas for improvement.

CFAM&LFA4
Manage programmes

Knowledge and understanding

General knowledge and understanding

K1 How to engage those involved and other stakeholders in managing programmes.

K2 The difference between project and programme management.

K3 The roles and key responsibilities of a programme manager.

K4 Principles, processes, tools and techniques for managing programmes.

K5 Principles and methods of delegation.

K6 How to hold people to account for the achievement of objectives.

K7 How to manage, motivate, plan, monitor and assess people.

K8 How to assess and manage risk.

K9 How to manage change within projects and programmes.

K10 Principles and methods of effective communication and how to apply them.

K11 Principles, methods and tools for monitoring the progress of different programme strands.

K12 How to evaluate a programme and identify lessons to be learned.

Industry/sector specific knowledge and understanding

K13 Programme and project management tools and techniques commonly used in the industry or sector.

K14 Risks and contingencies common to the industry/sector.

K15 Industry/sector specific legislation, regulations, guidelines and codes of practice.

Context specific knowledge and understanding

K16 The programme sponsor(s) – the individual or group for whom the programme is being undertaken.

K17 Key stakeholders – the individuals or groups who have a significant interest in the success of the programme and the organisation.

K18 General organisational policies, practices and activities that may affect the programme plan.

K19 The agreed key objectives and scope of the programme and the available resources.

K20 The overall vision, objectives and plans of the organisation and any other relevant programmes of work or projects being undertaken.

K21 Procedures in your organisation for managing finance.

K22 Procedures in your organisation for buying products and services.

K23 Legal requirements that are relevant to your organisation.

K24 Quality standards and processes within your organisation.

K25 Personnel policies and procedures within your organisation.

CFAM&LFA4
Manage programmes

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

- 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

- Reporting

- Risk management

- Setting objectives

- Stress management

- Team building

- Thinking strategically

- Thinking systematically

- Time management

CFAM&LFA4
Manage programmes

Developed by	Skills CFA
Version number	2.0
Date approved	March 2012
Indicative review date	March 2015
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFAM&LFA4
Relevant occupations	Managers and Senior Officials
Suite	Management & Leadership
Key words	Management & leadership; mange programmes