

Introduction

Summary

This unit is about managing a specific programme of different projects which are closely linked to each other. Taken together, these projects will contribute to achieving a bigger strategic aim. Examples may include planning and implementing a series of activity, community or coaching programmes operating in parallel or undertaking major refurbishments to a facility.

This unit is taken from the generic standards developed by the Management Standards Centre where it appears as unit F2.

The unit is divided into two parts:

The first part (page 2) describes what you have to do and how you should behave.

The second part (pages 3 and 4) describes the knowledge and understanding you must have.

Target Group

The unit is for experienced leisure managers and sports development professionals with considerable autonomy in their job roles.

The National Standard**Outcomes**

You must:

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

You must show you are consistently:

1. Addressing multiple demands without losing focus or energy.
2. Recognising changes in circumstances promptly and adjusting plans and activities accordingly.
3. Finding practical ways to overcome barriers.
4. Keeping people informed of plans and developments.
5. Presenting information clearly, concisely, accurately and in ways that promote understanding.
6. Monitoring the quality of work and progress against plans and take appropriate corrective action, where necessary.
7. Creating a sense of common purpose.
8. Identifying a range of elements in a situation and how they relate to each other.

What you must know and understand

To be competent in this unit, you must know and understand the following

General knowledge and understanding

- K1 The difference between project and programme management
- K2 The roles and key responsibilities of a programme manager
- K3 Principles, processes, tools and techniques for managing programmes
- K4 The basic principles, methods and techniques of total quality management
- K5 How to manage, motivate, plan, monitor, and assess people
- K6 How to assess and manage risk
- K7 How to manage change within projects and programmes

Sport and Active leisure Specific Knowledge and Understanding

- K8 Programme and project management tools and techniques commonly used in the industry or sector
- K9 Risks and contingencies common to the industry/sector
- K10 Industry/sector specific legislation, regulations, guidelines and codes of practice

Knowledge and Understanding Relevant to Your Organisation

- K11 The programme sponsor(s) - the individual or group for whom the programme is being undertaken
- K12 Key stakeholders – the individuals or groups who have a vested interest in the success of the programme and the organisation
- K13 General organisational policies, practices and activities that may affect the programme plan
- K14 The agreed key objectives and scope of the programme and the available resources
- K15 The overall vision, objectives and plans of the organisation and any other relevant programmes of work or projects being undertaken
- K16 Procedures in your organisation for managing finance
- K17 Procedures in your organisation for buying products and services
- K18 General legal requirements that are relevant to your organisation
- K19 General quality standards and processes within your organisation

