# Programme management PGMG

Identifying, planning and coordinating a set of related projects and activities in support of specific business strategies and objectives.

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| **Guidance Notes:**  Activities may include, but are not limited to:   * managing interdependencies in support of specific business strategies and objectives * maintaining a strategic view over the set of projects * providing the framework for implementing business initiatives, or large-scale change * implementing programme management practices to support iterative/agile working * conceiving, maintaining and communicating a vision of the programme's outcomes and associated benefits * agreeing business requirements, and translation of requirements into operational plans * determining, monitoring and reviewing programme scope, costs, schedule and expected benefits * scheduling programme resources, inter-dependencies and programme risk. |

## Level 6

Plans, directs and co-ordinates activities to manage and implement a programme from initiation to final transition into operational, business-as-usual management.   
Plans, schedules, monitors, and reports on programme-related activities. Ensures appropriate and effective governance arrangements and comprehensive reporting and communication policies are in place and followed.   
Maintains an awareness of current technical developments that may provide opportunities to the programmes.   
Ensures that programmes are managed to realise agreed business benefits within agreed timescales.

## Level 7

Sets organisational strategy governing the direction and conduct of programme management, including the application of appropriate methodologies.   
Plans, directs, and co-ordinates activities to manage and implement complex programmes from initiation to full integration with operational, business-as-usual management. Aligns the programme objectives with business objectives, and authorises the selection and planning of all related projects and activities.   
Plans, schedules, monitors, and reports on programme-related activities.   
Ensures alignment with and adherence to appropriate and effective governance arrangements supported by comprehensive reporting and communication strategies.