JOB DESCRIPTION

JOB DETAILS	
Job Title	Senior Project Manager
Reports to	Senior Programme Manager
Band	8a – subject to formal matching
Department/Directorate	Transformation

JOB PURPOSE

As a senior member of the Transformation Team, the post holder is responsible for providing project and programme management expertise to develop, deliver and monitor the Trust's key transformation programmes. They will lead the redesign and implementation of improved clinical and non-clinical services which are high quality, effective and financially sustainable.

The post holder will maintain rigorous programme governance and documentation management throughout the lifecycle of each assigned programmes / projects in accordance with Trust policy. The post holder will need to have the ability to manage and coordinate multiple programmes / projects concurrently including interdependencies, within an environment of change. They will communicate effectively with both internal and external stakeholders at varying levels of expertise and responsibility.

The post holder will provide programme expertise to Programme Boards, ensuring monitoring, successful delivery of key milestone and performance indicators, and overall outcomes on time and within allocated resources. They will also have line manage accountability within the team.

KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES

- Work with the Executives and Senior Leadership Team and engage with multi-disciplinary clinical and non-clinical teams to lead on programme / project activity and ensure alignment of service improvement activity with the strategic corporate objectives of the Trust
- Work collaboratively across the organisation and wider system e.g. Devon STP, and ensure robust programme / project methodology that will contribute to the delivery and sustainability of corporate priorities and the Trust's strategic objectives.
- Proactively promote a positive image of programme / project and service development and its benefits to patients, staff, the Trust and the wider health and social care community
- Ensure all elements of the programme / project are managed in line with Trust policies, values and standing financial instructions
- Provide project and programme expertise to lead the development of clear programme / project plans, tools and documentation to support the development and implementation of the programme / project such that it meets its milestone outcomes, objectives and key performance indicators
- Contribute and, where required and agreed, lead on the development of Strategic documents for submission to the Trust Board e.g. Strategic Outline Case (SOC), Outline Business Case (OBC), Full Business Case (FBC)
- Responsible for leadership and development of the effective programme / project supervision, performance monitoring and management to ensure successful delivery within the agreed resources, and regularly evaluate to measure for impact
- Identify areas for potential savings and ensure there is the appropriate programme/project management structure to ensure delivery
- Ensure that the programme / project team identifies risks appropriately and puts in place mitigating actions, highlighting any issues for escalation to the programme / project owner / sponsor as appropriate
- Prepare regular performance / highlight reports for the Steering Groups and Programme Board to inform the progress of the programme / project
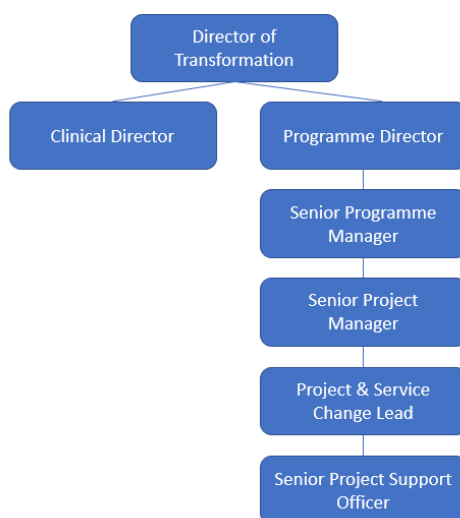
- Resolve any issues, disagreements or disputes between parties to ensure programme / projects remain on course to achieve successful completion
- Consult and negotiate with key stakeholders and motivate staff to encourage collaborative working where some may be resistant to organisational and service change
- Develop a culture to sustain and spread whole systems improvement to support high quality, financially sustainable and safe care

KEY WORKING RELATIONSHIPS

Key working relationships include:

- Senior Responsible Officers (SROs), Programme / Project Sponsors and Programme / Project owners, i.e. Exec Directors, Care Group Directors, Care Group Managers, Directors of Patient Care, Deputy Medical Directors and Heads of Department
- Transformation Team
- Trust clinical staff (medical, nursing and allied professionals)
- Administrative teams
- Support services i.e. IM&T, Finance, Estates and Facilities teams
- Patients and carers, service users
- Corporate services such as: Communications, Information, HR and Governance Unit staff
- External stakeholders i.e. CCG, GPs, other local NHS Providers and voluntary sector organisations

ORGANISATIONAL CHART

Director of Transformation

Clinical Director

Programme Director

Senior Programme Manager

Senior Project Manager

Project & Service Change Lead

Senior Project Support Officer

FREEDOM TO ACT

- Be responsible for own area of work, working autonomously to plan and organise workload to meet multiple and often conflicting deadlines
- Work in a complex and unstructured multi-disciplinary environment, be able to act with minimum guidelines and be able to set standards for other
- Interpret national guidance, best practice and research relevant for the programme / project

COMMUNICATION/RELATIONSHIP SKILLS

- Establish effective communication, consultation and engagement channels to ensure all key stakeholders are aware of service change activities, and agree, design and implementation plans
- Ensure effective communications are in place to communicate both operational and strategic issues to all staff groups
- Maintain effective and productive working relationships with all members of the programme teams and key stakeholders to ensure successful deliver of the project / programme objectives, and escalate as required

- Work with Comms and Engagement staff to ensure effective communications plans are developed for highly political or sensitive programme / projects
- Meet regularly with the relevant Executive lead, Care Group Director, Clinical Leads to review progress and assure design and delivery
- Work with and facilitate stakeholders, whose views may be conflicting, to make decisions regarding sensitive and complex issues, and proposed/intended service changes
- Provide, receive and interpret highly complex information regarding performance and service redesign to assist the delivery of programme / project objectivesTo utilise diplomacy and negotiation skills to overcome barriers to communication within and between stakeholders. Maintain emotional resilience to manage discussions which may be emotive and lead to challenging behaviour. .
- To utilise a high level of interpersonal skills to communicate information to individuals and groups, which may be of a complex, contentious or sensitive nature in order to lead to understanding and agreement whilst maintaining mutual respect at all times

To utilise diplomacy and negotiation skills to convey highly contentious information in a situation of proposed major change to achieve successful delivery of programme / projects

ANALYTICAL/JUDGEMENTAL SKILLS

- Become an expert in the designated corporate programme to assist the leads and owners with trouble shooting problems and addressing end users regarding project/programme developments and implementation
- Regularly analyse and interpret highly complex facts and situations relating to the programme / project, enabling decisions to be made from a range of options to move the programme / project forwards
- Make judgements on how to design and implement core service change with senior leadership team
- Trouble shoot, determine root cause and problem solve to facilitate successful delivery of the programme
- Utilise expert knowledge and experience of highly complex pathways and processes to analyse, develop and record programme documentation, which supports implementation
- Review the overall corporate programme and identify interdependencies between programme / projects, including taking into account legal requirements, contractual terms and conditions, health and safety and conflicting demands
- Analyse performance data and identify areas for collaborative working across the Devon STP

PLANNING/ORGANISATIONAL SKILLS

- To plan, organise and develop a complex range of projects and activities, formulated for a range of audiences and outcomes, adjusting as necessary when circumstances or priorities change
- Plan and implement new ways of working in order to achieve the delivery of projects and to meet the objectives of the Transformation strategy and Trust objectives. To work collaboratively across the sector to plan and implement sustainable and achievable initiatives.
- Ensure that governance and reporting is in place across projects
- Monitor expenditure and costs against deliverables of projects
- Ensure Policy, Procedures and Standards are maintained at a high level to ensure quality and integrity of service delivery for projects
- Work with programme / project owners and sponsors to ensure compliance with 'The Programme and Project Trust Policy'
- Work with programme owners and leads using Prince2 principles to ensure your teams meet the set milestones to enable go live/ successful delivery
- Work with programme owners and leads using Prince2 principles to regularly review risk and issues and respond to and escalate as required
- Produce regular highlight reports on progress and update the documentation and programme / project information systems required to monitor progress by the Programme Boards.

PATIENT/CLIENT CARE

- Patient contact is incidental although in this role there maybe involvement with patients, carers and citizens through focus groups, or on wards / departments during service development activities.

This may include providing information, advice and/or updates regarding non-clinical issues relating to service development activities.

POLICY/SERVICE DEVELOPMENT

Responsible for assisting in the development of procedures and practices which will impact across the whole organisation including:

- Plan, organise and develop policies in order to support the achievement of service improvement and Transformation initiatives. These will include policies relating to a specific project within a service or Care Group as well as Trust wide projects and those service improvement initiatives across the sector.
- Establishing Standard Operating Procedures that meet national standards
- Interprets policies for day-to-day operational processes and ensures that staff adhere to them
- Design, plan and implement organisational programme / project management training
- Coach, mentor and train clinical and non-clinical staff in programme/project management and service change tools and techniques
- Liaise with external organisations to ensure best practice is being shared and adopted while benchmarking performance regionally, nationally and internationally
- Proactively discuss lessons learned within programme / project teams and action learning points across the Trust

FINANCIAL/PHYSICAL RESOURCES

- Work with the Programme / Project Management Accountant to develop Programme / Project documentation including return on investment and expected savings
- Work with the Programme / Project Management Accountant to proactively monitor progress on the Programme / Project saving, ensuring savings are being removed from budgets and regularly update the Programme / Project Owner and Sponsor on the position and associated risks
- Prepare and submit CRICs for new development that may arise from the process of delivering the programme
- Be responsible and accountable for delegated budgets within areas of responsibility
- Hold joint responsibility with the programme team for the project to be on time and within budget
- Ensure all elements of the programme / projects are managed in line with Trust values and standing financial instructions

HUMAN RESOURCES

- Responsible for leadership and development of the effective programme / project supervision, performance monitoring and management to ensure successful delivery within the agreed resources, and regularly evaluate to measure for impact
- Line management and leadership of Transformation Team colleagues in line with Trust policies and procedures, including recruitment, PDRs, performance management, managing grievance in a disciplinary process, mentoring and coaching where appropriate
- Assign specific programme / project tasks and roles in accordance with their complexity to appropriately skilled staff
- Collaborate with all programme/project leads to ensure any potential HR issues relating to the work are identified, escalated and resolved with the appropriate policies
- Develop an understanding of the impact of manpower issues relating to some programme / project work

INFORMATION RESOURCES

- Quality assure the area of responsibility, document outcomes ensuring that appropriate action plans are put in place to resolve poor quality outcomes
- Staffing information will require the use of ESR, budgetary information will require the use of agresso, service delivery information will require the use of Trust pivots – standard and bespoke
- All staff have the responsibility for data quality and for ensuring all data, both written and electronic, is recorded accurately and in a timely manner
- Working with BI and analysts to ensure that the programme board is provided with appropriate monitoring data

- Ensure that all generated documentation is fit for purpose, accepted and retained in line with Trust Programme and Project Policy, including all staff who you manage through the programme / project
- Provide detailed statistics and analysis on the programme progress, issues, and problems on a regular basis to the programme owner

RESEARCH AND DEVELOPMENT

- Regularly design and undertake surveys, audits, and / or research to support monitoring and implementation of service change
- Develop and establish robust monitoring and evaluation systems for measuring the impact and outcomes of service change

PHYSICAL SKILLS

- Standard keyboard skills are required, with additional ability to operate and interact with a number of complex systems at the same time.

PHYSICAL EFFORT

- Ability to lift and carry IT or training equipment on occasional basis
- Light physical effort frequently required for long periods of time eg
  - sitting at a desk in a restricted position (daily)
  - car/train travel to attend meetings (weekly)

MENTAL EFFORT

- The post may require prolonged concentration for long periods whilst designing and planning project documentation
- The post will require the ability to successfully deliver the programme to a challenging timeframe
- Need to handle change management issues professionally and sometimes in a hostile or antagonistic situation where there is resistance to change
- Ability to manage complex HR issues in a sensitive and confidential manner
- Work effectively under pressure, including working directly with staff who may be anxious or antagonistic, prioritise work, meet short deadlines and an unpredictable work pattern which requires regular revision of plans

EMOTIONAL EFFORT

- Occasional distressing or emotional circumstances eg imparting unwelcome news or where performance targets not met.

WORKING CONDITIONS

- Office conditions where exposure to unpleasant conditions is rare.
- VDU use (> 1 hour daily)

OTHER RESPONSIBILITIES

Take part in regular performance appraisal.

Undertake any training required in order to maintain competency including mandatory training, e.g. Manual Handling

Contribute to and work within a safe working environment

You are expected to comply with Trust Infection Control Policies and conduct him/herself at all times in such a manner as to minimise the risk of healthcare associated infection

As an employee of the Trust, it is a contractual duty that you abide by any relevant code of professional conduct and/or practice applicable to you. A breach of this requirement may result in action being taken against you (in accordance with the Trust's disciplinary policy) up to and including dismissal.

You must also take responsibility for your workplace health and wellbeing:

- When required, gain support from Occupational Health, Human Resources or other sources.
- Familiarise yourself with the health and wellbeing support available from policies and/or Occupational Health.
- Follow the Trust's health and wellbeing vision of healthy body, healthy mind, healthy you.
- Undertake a Display Screen Equipment assessment (DES) if appropriate to role.

APPLICABLE TO MANAGERS ONLY

Leading the team effectively and supporting their wellbeing by:
- Championing health and wellbeing.
- Encouraging and support staff engagement in delivery of the service.
- Encouraging staff to comment on development and delivery of the service.
- Ensuring during 1:1's / supervision with employees you always check how they are.

GENERAL

This is a description of the job as it is now. We periodically examine employees' job descriptions and update them to ensure that they reflect the job as it is then being performed, or to incorporate any changes being proposed. This procedure is conducted by the manager in consultation with the jobholder. You will, therefore, be expected to participate fully in such discussions. We aim to reach agreement on reasonable changes, but if agreement is not possible, we reserve the right to insist on changes to your job description after consultation with you.

Everyone within the Trust has a responsibility for, and is committed to, safeguarding and promoting the welfare of vulnerable adults, children and young people and for ensuring that they are protected from harm, ensuring that the Trusts Child Protection and Safeguarding Adult policies and procedures are promoted and adhered to by all members of staff.

At the Royal Devon, we are committed to reducing our carbon emissions and minimising the impact of healthcare on the environment, as outlined in our Green Plan available on our website. We actively promote sustainable practices and encourage colleagues to explore and implement greener ways of working within their roles.

PERSON SPECIFICATION

Job Title	Band 8a – Senior Project Manager

Requirements	Essential	Desirable
QUALIFICATIONS / SPECIAL TRAINING		
Degree qualification plus masters or equivalent experience	X	
Prince2 Practitioner or equivalent qualification or demonstrate equivalent experience	X	
Service development training		X
KNOWLEDGE/SKILLS		
Expert knowledge and skills of programme/project management methodologies and techniques for planning, monitoring and controlling programme / projects including risk management	X	
In-depth professional knowledge of programme / project management acquired over a significant period.	X	
Knowledge of key service development tools and techniques		X
Excellent analytical skills to interpret and communicate complex information	X	
Innovative, strategic thinker - able to anticipate, problem solve and make decisions	X	
Excellent understanding of strategic issues affecting the Trust, local and national	X	
Ability to influence and negotiate across organisations constructively challenging the status quo	X	
Excellent interpersonal communications (written, oral, presentation, facilitation) networking and negotiation skills	X	
Knowledge of budgeting and resource allocation procedures	X	
Excellent leadership and influencing skills, ability to enthuse, motivate and involve individuals and teams	X	
High Level of organisational, self-motivation, flexibility in approach and attitude, and ability to think and plan creatively	X	
Excellent people management skills, proven ability to engage, coach, mentor and motivate others	X	
Advanced keyboard skills	X	
Excellent written and verbal skills, as well as presentation, facilitation and training skills.	X	
Ability to plan, organise and present workshops across the Trust	X	
EXPERIENCE		
Significant experience at senior level in an operational or service improvement role within the NHS or similar industry.	X	
Significant experience and evidence in delivering successful programme/projects and programmes in the public sector to required cost, quality, working with a wide range of internal and external stakeholders	X	
Significant experience in management of programme / projects in NHS including meeting the needs and requirements of a large acute Foundation Trust		X
Extensive experience of developing programme/projects including resource planning	X	

WORKING CONDITIONS/HAZARDS		FREQUENCY (Rare/ Occasional/ Moderate/ Frequent)			
		R	O	M	F
Hazards/ Risks requiring Immunisation Screening					
Laboratory specimens	N				
Contact with patients	N				
Exposure Prone Procedures	N				
Blood/body fluids	N				
Laboratory specimens	N				
Hazard/Risks requiring Respiratory Health Surveillance					
Solvents (e.g. toluene, xylene, white spirit, acetone, formaldehyde and ethyl acetate)	N				
Respiratory sensitisers (e.g isocyanates)	N				
Chlorine based cleaning solutions (e.g. Chlorclean, Actichlor, Tristel)	N				
Animals	N				
Cytotoxic drugs	N				
Risks requiring Other Health Surveillance					
Radiation (>6mSv)	N				
Laser (Class 3R, 3B, 4)	N				
Dusty environment (>4mg/m3)	N				
Noise (over 80dBA)	N				
Hand held vibration tools (=>2.5 m/s2)	N				
Other General Hazards/ Risks					
VDU use (> 1 hour daily)	Y				x
Heavy manual handling (>10kg)	N				
Driving	N				
Food handling	N				
Night working	N				
Electrical work	N				
Physical Effort	Y	x			
Mental Effort	Y				x
Emotional Effort	Y		x		
Working in isolation	Y	x			
Challenging behaviour	Y		x		