

JOB DETAILS

Job Title	Senior Project Manager
Reports to	Head of Corporate PMO
Band	8a
Department/Directorate	Corporate PMO

JOB PURPOSE

As a senior member of the Corporate Programme Management 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 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.

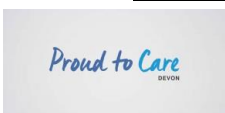
DIMENSIONS / KEY WORKING RELATIONSHIPS

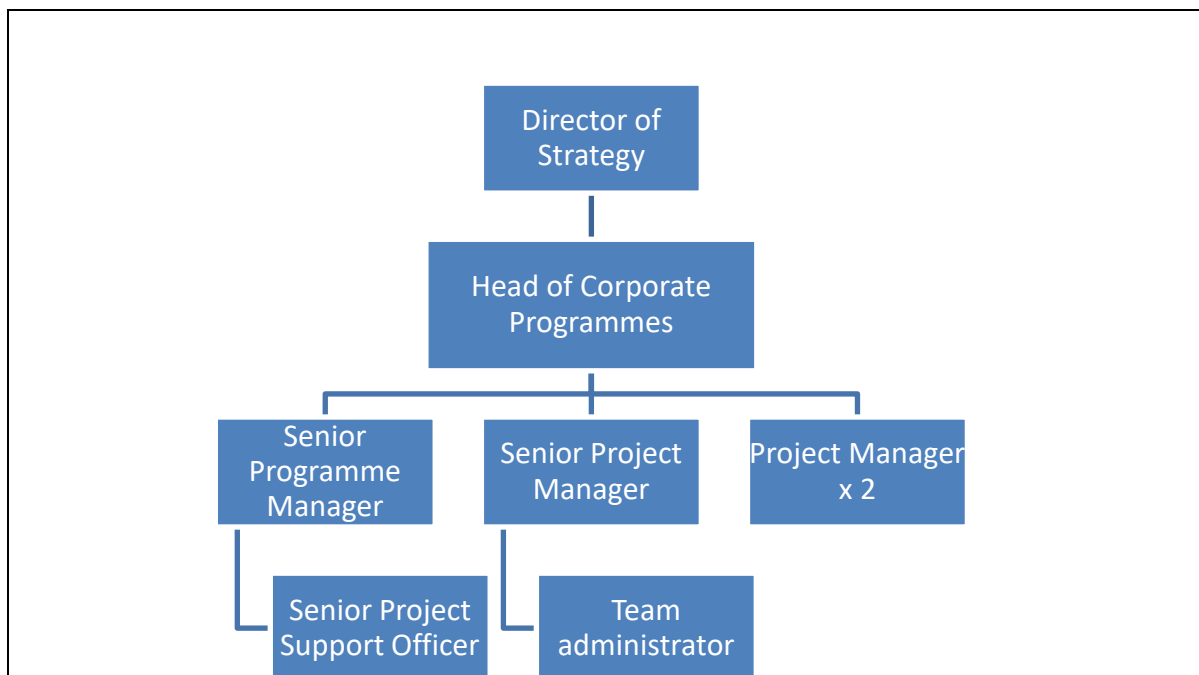
Key working relationships include:

- Senior Responsible Officers (SROs), Programme / Project Sponsors and Programme / Project owners, i.e. Exec Directors, Trust Directors, Heads of Department
- Programme Management Team and Service Improvement 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. Devon ICB, GPs, other local NHS Providers and voluntary sector organisations

ORGANISATIONAL CHART

JOB DESCRIPTION





KEY RESULTS 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 RD&E
- 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

COMMUNICATION

- 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
- Provide detailed statistics and analysis on the programme progress, issues, and problems on a regular basis to the programme owner
- Meet regularly with the relevant Executive lead, Divisional Director, Clinical Leads etc 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

ANALYSIS AND JUDGEMENT

- 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
- Interpret national guidance, best practice and research relevant for the programme / project
- 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
- Provide, receive and interpret highly complex information regarding performance and service redesign to assist the delivery of programme / project objectives
- 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 Devon ICS

PLANNING

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

POLICY AND SERVICE DEVELOPMENT

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

- 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 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 RESPONSIBILITY

- 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

MANAGEMENT RESPONSIBILITIES

- 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 Programme 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

- 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

RESEARCH AND AUDIT

- 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

LEVEL OF SUPERVISION

- 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
- 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

LEARNING AND DEVELOPMENT

- Help assess, plan and implement organisational quality improvement and project management training
- Build quality improvement and project management capability based on lean methodologies across the Trust in quality improvement through training, coaching and facilitation interventions
- Train and support teams to utilise evidence based QI redesign tools, and project tools based on Prince2, agile etc methodology, to support service redesign
- Liaise with external organisations to ensure best practice is being shared and adopted while benchmarking performance regionally and nationally
- Develop a culture to sustain and spread whole systems improvement to support high quality, financially sustainable and safe care

PHYSICAL SKILLS

- Advanced keyboard skills are required, with additional ability to operate and interact with a number of complex systems at the same time
- Ability to lift and carry IT or training equipment on occasional basis

MENTAL EFFORT

- The post will require prolonged concentration for long periods whilst designing and planning programme 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

OTHER

- Undertake additional specific project work in support of the Trust for the Transformation Programme Team
- Act as an ambassador for the Trust corporate Care Model Programme
- Travel off site in the course of undertaking role, including to North Devon Healthcare NHS Trust

OTHER RESPONSIBILITIES

- To take part in regular performance appraisal
- To undertake any training required in order to maintain competency including mandatory training, i.e. Fire, Manual Handling
- To contribute to and work within a safe working environment
- The post holder is 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.

THE TRUST- VISION AND VALUES

Our vision is to provide safe, high quality seamless services delivered with courtesy and respect. To achieve our vision we expect all our staff to uphold our Trust values. Our Trust values are:

Honesty, Openness & Integrity
Fairness,
Inclusion & Collaboration
Respect & Dignity

We recruit competent staff that we support in maintaining and extending their skills in accordance with the needs of the people we serve. We will pay staff fairly and recognise the whole staff's commitment to meeting the needs of our patients.

We are committed to equal opportunity for all and encourage flexible working arrangements including job sharing.

We are committed to recruiting and supporting a diverse workforce and welcome applications from all sections of the community, regardless of age, disability, gender, race, religion, sexual orientation, maternity / pregnancy, marriage / civil partnership or transgender status. We expect all staff to behave in a way which recognises and respects this diversity, in line with the appropriate standards.

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.

The Trust is a totally smoke-free organisation. Smoking is not permitted anywhere on Trust property, including all buildings, grounds and car parks.

POST	Transformation Project Manager
BAND	Band 8a

PERSON SPECIFICATION

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



Extensive experience of developing programme/projects including resource planning	X	
Experience of working collaboratively across agencies and organisations to facilitate successful partnership working	X	X
Experience of mentoring/ supervising / line management of staff		
Experience of training staff in programme / project management methodology	X	
Experience of training others in service improvement tools and techniques	X	
Experience of expert coaching both individuals and larger groups	X	
Experience of supervising/mentoring teams or staff	X	
PERSONAL REQUIREMENTS Excellent understanding of change management and performance management processes with a proven track record of successful delivery	X	
Excellent organisational skills and ability to prioritise, meet deadlines and delegate effectively	X	
Ability to find innovative ways of solving or pre-empting problems	X	
A can-do attitude focussed on delivery	X	
Commitment to improving patient services through improvement methodology / techniques while sustaining a clear approach and a focus on delivering tangible outcomes and benefits	X	
Sense of commitment to openness, honesty and integrity in undertaking the role	X	
OTHER REQUIRMENTS An understanding of the importance of confidentiality and Information Governance	X	
A good understanding of working within an equal opportunities framework	X	

WORKING CONDITIONS / HAZARDS	FREQUENCY			
	(Rare / Occasional / Moderate / Frequent)			
	R	O	M	F

Hazards/ Risks requiring Immunisation Screening					
Laboratory specimens	Y/N				
Contact with patients	Y/N				
Exposure Prone Procedures	Y/N				
Blood/body fluids	Y/N				
Laboratory specimens	Y/N				

Hazard/Risks requiring Respiratory Health Surveillance					
Solvents (e.g. toluene, xylene, white spirit, acetone, formaldehyde and ethyl acetate)	Y/N				
Respiratory sensitisers (e.g. isocyanates)	Y/N				
Chlorine based cleaning solutions (e.g. Chlorclean, Actichlor, Tristel)	Y/N				
Animals	Y/N				
Cytotoxic drugs	Y/N				

Risks requiring Other Health Surveillance					
Laser (Class 3R, 3B, 4)	Y/N				
Dusty environment (>4mg/m3)	Y/N				
Noise (over 80dBA)	Y/N				
Hand held vibration tools (=>2.5 m/s2)	Y/N				

Other General Hazards/ Risks					
VDU use (> 1 hour daily)	Y/N				Y
Heavy manual handling (>10kg)	Y/N	Y			
Driving	Y/N				
Food handling	Y/N				
Night working	Y/N				
Electrical work	Y/N				
Physical Effort	Y/N	Y			
Mental Effort	Y/N				Y
Emotional Effort	Y/N	Y			
Working in isolation	Y/N	Y			
Challenging behaviour	Y/N		Y		