



## **JOB DESCRIPTION**

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### **JOB DETAILS**

**Job Title:** Project Manager

**Grade:** 6

**Hours of Work:** 37.5 hours

**Department/Ward:** Improvement Cymru

**Base:** No. 2 Capital Quarter, Cardiff

**Duration:** Permanent

### **ORGANISATIONAL ARRANGEMENTS**

**Managerially responsible to:** Senior Project Manager,  
Business and Projects Team

**Accountable to:** Business Lead,  
Business and Projects Team

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## **Who we are?**

Improvement Cymru is the national improvement service for NHS Wales delivered by Public Health Wales.

Our aim is to support the creation of the best quality health and care system for Wales so that everyone has access to safe, effective and efficient care in the right place and at the right time across the whole care system.

To do this we work alongside organisation's to create the conditions, build the capability and make the connections for improvement to flourish.

We achieve this with our new Programme: 'Safe Care Together'. Complemented by the wider work of Improvement Cymru, the Safe Care Together Programme offers bespoke support to organisation's to identify and improve quality and safety priorities.

Our work is underpinned by the values of Public Health Wales: Working together, with trust and respect, to make a difference.

## **Job Purpose**

As a Project Manager working across Improvement Cymru, you will be a key member of the Programme Management Office (PMO) within Improvement Cymru providing project management advice to Project Leads to support the delivery of the directorates work.

The skills and experience required for this role include the ability to develop and review project management tools and methodologies, ensuring that they are, and continue to be fit for purpose. The post holder will also identify and share best practice across Improvement Cymru as well as taking appropriate action to address areas where ways of working can be improved.

In this role, you will also be expected to work closely with others across the team and the wider organisation, to ensure an integrated and efficient approach to project planning and delivery that is also compliant with the organisation's governance policies and procedures.

The successful candidate will have a comprehensive understanding of project management methodologies and techniques, excellent communication, organisation and negotiation skills, the ability to work autonomously and use their own initiative, and an aptitude for problem solving.

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## Communication and Relationship Skills

- Working with Executive Sponsor/s, Director/s and the project team on the project and advising of progress via project assurance and reporting mechanisms.
- Producing project communications strategies, action plans, discussion/decision papers (such as Change Requests and Exception reports) and update reports where appropriate by ensuring all team members collaborate where necessary.
- Deliver presentations and present papers and reports to Project Teams, Divisional and Regional team meetings where necessary.
- Identifying stakeholders and undertaking stakeholder analysis where appropriate in a complex organisational structure.
- Liaising with the Improvement Cymru's Communication team, or others involved in communications.
- Utilising a variety of media (e.g., communication bulletins, newsletters, intranet, group workshops, roadshows, internet etc.).
- Utilising a high level of communication and interpersonal skills in order to deal with complex and / or sensitive information simultaneously across multiple projects which can occur with major change projects. The information and data may be conflicting in nature (representative of varying professional views) and be complicated to express.
- Communicating and liaising with a variety of stakeholders within Improvement Cymru including:
  - Leadership Team
  - Business & Projects team
  - Project Team Members
  - Trade Union Partners
  - Clinicians
  - Board Executives
  - Board Non-Executives
  - Other Directors etc
- Communicating and liaising with a variety of external stakeholders including:
  - Service Users
  - Health partners
  - Procurement partners
  - Suppliers
  - Contractors
  - Statutory bodies
  - Local Government Authorities
  - NHS Wales organisations
  - Welsh Government

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- Utilising persuasive, negotiation and empathetic skills to develop relationships with and communicate project information to stakeholders in order to gain project acceptance and to overcome any barriers to the acceptance of change. Where the proposed changes being delivered are not readily accepted, some situations may be challenging.
- Ensuring that stakeholders are involved and represented in all stages of the projects as appropriate.
- Acting as a first point of contact for project related matters.
- Liaising with external suppliers and advisors where appropriate.
- Chairing, attending and participating in a variety of project meetings.
- Producing and delivering high quality presentations and supporting documentation (e.g., workshops, roadshows, reports, meeting papers etc.).
- Facilitating and leading workshops.
- Working co-operatively with Project Leads to agree and define shared high-level responsibilities for the project(s) and ensure a harmonious working relationship through the project lifespan.
- Motivate team members to ensure all work (as identified within the project plan and associated work streams) are delivered to cost, quality and time scales.

## **Knowledge, training and experience**

- Extensive knowledge of project management acquired through degree or equivalent experience or training.
- High level of numeracy, written and spoken English.
- Knowledge and experience of the function of the Programme/Project Management Office.
- Experience and knowledge in the use of Microsoft Office Suite, Microsoft Project and Microsoft Teams.
- Proven experience of working autonomously and without supervision, using own initiative.
- Experience and understanding of Project/Programme methodology.

## **Analytical and Judgemental Skills**

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- Manage complex projects and / or portfolios of projects running simultaneously, demonstrating a high level of analytical and judgmental skills by interpreting information and data (often conflicting in nature), from various sources, thus enabling and supporting decision making processes. (e.g., formulating options appraisals).
- Contribute to the development of business cases and other project documentation which includes the analysis of financial information, capturing of risks, benefits and options, presentation of relevant evidence and production of recommendations.
- Be required to support the Business & Projects team with the production of Regional and Divisional papers, updates and verbal reports.
- Manage project risks and issues (including assessment, monitoring and mitigation), as required as part of the risk and issue management process, thus using own judgement to escalate via agreed governance arrangements to prevent project failure such as financial or time scale slippage.
- Co-ordinate and input where appropriate the reviewing of technical information (e.g., design drawings, plans, data sheets, ICT infrastructure diagrams, specifications) and obtain stakeholder sign off to ensure quality expectations are met and to ensure adherence to the scope of the project.

## **Planning and Organisational Skills**

- Manage a broad range of differing projects from initiation through to closure, working closely and co-operatively with sponsors, users and suppliers in accordance with governance procedures and in line with organisational goals and directorate plans.
- Have excellent planning and organisational skills to help prioritise complex workloads consisting of conflicting demands and priorities, ensuring that deadlines are met, often managing more than one project simultaneously.
- On occasions, the post holder may be required to contribute to the formulation of strategic plans and documents.
- Formulate project plans, including the assignment of a wide range of resources and tasks, including the development and authorisation of Work Packages.
- Monitor project progress and adjust project plans (e.g., to rectify slippage in costs or time scales) and take appropriate action where

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necessary to ensure projects are delivered to cost, quality and timescale.

- Produce high quality and often complex project documentation including Project Initiation Document, Project Plans, Work Packages, Highlight Reports, Lessons Learned Reports, Change Management Requests, Exception Reports, End Project Reports, Issue Log, Decisions Log, Actions Log, Risk Register) in accordance with project management methodologies.
- Identify, plan and oversee the management of dependencies, constraints and deliverables where appropriate in conjunction with the project team.
- Create quality measurement mechanisms and processes specific to project products.
- Ensure key project deliverables are quality assured, fit for purpose, approved and signed off before work is progressed.
- Ensure reporting and control measures are in place to inform and escalate progress, issues and risks in accordance with organisational project management governance arrangements.
- Collaborate on the production of product descriptions, ensuring they are fit for purpose and signed off before work is progressed.
- As required, provide professional project management expertise in support of service improvement activity which may not necessarily be a formal project, ensuring a successful delivery with measurable benefits which are aligned to the Improvement Cymru's strategic direction.
- Manage any changes to projects in accordance with governance procedures including, identification and impact analysis; ensuring that the Divisional and Regional Team are advised of any deviations from the plan.
- Promote the concept of managing projects through performance management and ensure widespread understanding and acceptance of this method by showing the benefits of this approach.
- In conjunction with the Project Leads, formally hand over completed project/s to the operational departments complete with a full set of documentation and audit trail in accordance with project management methodology.
- In conjunction with the Project Leads, design, develop and implement projects and other funded activity, ensuring that

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benefits are measurable and aligned to Improvement Cymru's strategic direction.

- Organise Project Assurance roles and agree them with the Project Lead.

## **Physical Skills**

- The post holder is required to have a high level of keyboard / ICT skills as there is a requirement for accuracy in the production of project documents.
- Be IT literate and experienced in the operation of normal office type equipment (e.g., computer, printer, photocopier, scanner).

## **Responsibility for Patient / Client Care**

- This post holder delivers products which contribute to modernising service delivery in order to improve patient care and outcomes.
- The post holder is required to consider the needs of patients / service users in all project activities and must be able to demonstrate this (e.g., project governance, engagement, communications, workshops etc).
- The post holder may be required to provide face to face information to service users / public via the correct communication channels.
- The post holder must ensure that equality impact assessments are undertaken and completed as appropriate for any project.

## **Responsibility for Policy / Service Development**

- Support the delivery of projects that are evidence-based, meet patient and service requirements and provide high quality care.
- Assigned project(s) may be for the specific development of Strategies, Plans, Policies or Standard Operating Procedures. In such cases, the development must be supported by existing Improvement Cymru and Public Health Wales policies and procedures and be in-line with other NHS directives.
- Manage project specific processes, protocols and tools and co-ordinate / contribute the development of policies (e.g., new Standard Operating Processes for new services being implemented) which will support Directorate / Departmental arrangements on a local or national level.
- Oversee and co-ordinate the development of project documentation to ensure project benefits are maximised and are sustainable.

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- Be required to draft, oversee and co-ordinate work packages and work requests, many of which will lead to changes in operational process.
- Be involved in projects which will contribute to complex service development, analysis and redesign.
- As part of project delivery, ensure that Project Team(s) and Operational Managers review all service development proposals where appropriate.
- Be required to support the Project Team in revising and renewing operational processes and proposing changes to working practices. This work will require liaison with departmental specialists or leads and may involve complex service development analysis and redesign.
- Be required to review service development proposals produced by others and provide expert analysis and feedback on project management methodologies.
- Maintain an understanding of Improvement Cymru's relevant strategies, delivery frameworks and policies together with wider NHS and Welsh Government processes and policies.
- Contribute to the development of departmental policies and protocols.
- Provide input into Corporate Plans, Business Plans, Annual Delivery Plans, Annual Reports and other Corporate Performance and Management Information requirements.

## **Responsibility for Financial and Physical Resources**

- Supporting and where required managing the production of the required project products, taking responsibility for overall progress and use of resources and initiating corrective action where necessary.
- Identifying and managing projects to time, cost and quality within tolerance; escalating any exceptions and changes in line with project governance arrangements.
- Coordinate the procurement of assets, goods and services associated with the successful delivery of the project, following NHS procurement processes and in conjunction with NHS advisors and ensuring that procurement documentation and specifications are signed off.

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- Developing an asset management process for the project as appropriate in line with overarching directorate and organisational processes and registers.
- Liaising with financial / procurement / business case specialists as appropriate.
- Monitoring and administering project expenditure in liaison with the budget holder, Business Manager and Finance Manager as necessary, ensuring that appropriate procurement and financial records are implemented and maintained where appropriate.
- Support the development of business cases and monitor business case deliverables in accordance with project management methodologies.
- Responsible for corporate and information governance issues.

## **Responsibility for Human Resources**

- Providing training, support and guidance in project management methodologies and best practice to key project team members.
- Ensuring that all project staff effectively support the project.
- Directing project staff through the establishment of project plans, activities and milestone dates.
- Working with project staff to ensure that training needs and anticipated benefits are understood, incorporated into implementation plans and operational policies in order to maximise user acceptance and conversion.
- Utilising project resources by matrix managing resources and tasks, escalating performance management issues when necessary to project sponsor.
- Ensuring that the behavioural expectations of the project team are established.
- Leading and motivating the project team.
- Maintaining a personal development plan to be reviewed annually as part of the Individual Performance Review process.
- Responsible for line management of Project Support Officers within the Programme Management Office.

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## **Responsibility for Information Resources**

- The post holder frequently uses a wide range of Microsoft software applications to create, update and maintain various project documents and statistical reports for the analysis of data.
- The post holder is responsible for setting up and managing the information resources infrastructure for the projects being managed to ensure that accurate and auditable records are maintained and accessible.
- The post holder manages the information flows between the directing and delivering levels of the project.
- Ensure compliance with information governance policies and procedures.

## **Responsibility for Research and Development**

The post holder will be responsible for co-ordinating and conducting project research activities which are an integral part of the project management role. These include:

- Feasibility studies prior to project implementation.
- Initiating pilot studies or trials.
- Conducting best practice and benchmarking activities and site visits in order to obtain and document relevant evidence and information to support project development.
- Researching current working practices across NHS Wales and UK to evaluate project scope and delivery.
- Conducting surveys and collating information.
- Conducting post implementation reviews on project delivery.
- Undertaking post implementation reviews on project delivery, collecting and researching intelligence on the lessons learned from delivery of major change for feeding back into project management practices.
- Collecting and analysing lessons learned findings to inform future project management practices.
- Co-ordinating user acceptance testing.
- Undertaking audits of projects and / or management processes.
- Supporting the Project Sponsor and Project Lead in investigating and resolving serious adverse incidents associated with projects.

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## **Freedom to act**

- The post holder has devolved authority to act within tolerances set by the Leadership team and agreed with the Senior Responsible Officer assigned to the project.
- The post holder is frequently required to undertake project management tasks independently in accordance with project management governance structures.
- The post holder is the lead specialist in project management within the project team.
- Be required to undertake project management tasks independently most of the time, subject to reporting into Improvement Cymru's project and operational governance structures.
- Be expected to familiarise themselves and ensure they are up to date with, key national, local policy and strategy that has a direct correlation with their project(s).
- Be expected to work with the wider team to regularly review current practices on project management and business case preparation, ensuring these reflect or exceed best practice.

## **Physical effort**

This post holder will be required to spend a considerable amount of time in a restricted position as follows:

- Sitting at a desk.
- Working with a Visual Display Unit and inputting using a keyboard.
- Attending meetings / workshops.
- Be required to occasionally spend long periods of time travelling across Wales on national duties.
- The post holder must be willing to undertake statutory moving and handling training to ensure safe handling of objects on a regular basis (e.g., project files, boxes, laptops etc). In setting up meetings and workshops, the post holder will need to ensure that the room is suitably accommodated for the meeting to progress (e.g., moving tables and equipment, collecting equipment and lifting chairs).

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## **Mental Effort**

- Due to the management of a complex project(s), the post requires a frequent concentration on complex issues and tasks (e.g., the analysis of data and information which is often conflicting in nature, the writing and checking of Board reports and papers, the development of Change Requests and Exception Reports and the resolution of project issues and risks), often undertaken in a noisy and busy office environment.
- The post requires frequent attendance at meetings with diverse stakeholders and these can be of many hours' duration.
- The post can be mentally demanding due to handling competing priorities, changing demands and managing interruptions due to unpredictability of day-to-day work and issues.
- Manage and deal with issues of an unpredictable nature (such as delays within work packages), escalating via due governance arrangements while updating the risks and issues log as appropriate.
- The post holder must ensure that deadlines are adhered to whilst having the ability to manage unpredictable work patterns.
- The development of project documentation frequently necessitates a high and prolonged level of focus and concentration.
- Focussing on attention to detail requires a high degree of mental effort (e.g., managing complex project plans and interdependencies).

## **Emotional Effort**

- The post holder may have to occasionally deal with opposition from groups of staff or public who are in disagreement to change and have conflicting views, or when implementing project(s) which may not have the full support of all stakeholders.
- The post holder may need to provide support in dealing with complaints and concerns linked to the project(s) and gather information for any formal investigations (e.g., Health & Safety issues, staff side issues).
- Emotional resilience will be necessary to handle problems or setbacks that inevitably occur when delivering major change.

## **Working Conditions**

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- The post holder is generally office based. However, the nature of the role can necessitate frequent travel across Wales, attending meetings (currently most are virtual), visiting sites and suppliers, including frequent use of transport.
- The nature of this role also necessitates some travel across other parts of the UK.
- The post holder needs to be prepared to work flexibly to accommodate operational requirements and the varying demands of projects.
- The post holder may be required to stay in hotels overnight as and when required.
- The post holder is required to use Visual Display Unit equipment continuously on most days.
- There may be a requirement to occasionally visit other organisations, health boards and trusts, therefore, the post holder will be required to adhere to any appropriate regulations.

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## **COMPETENCE**

You are responsible for limiting your actions to those which you feel competent to undertake. If you have any doubts about your competence during the course of your duties, you should immediately speak to your line manager.

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## **SUPERVISION**

Where the appropriate professional organisation details a requirement in relation to supervision, it is the responsibility of the post holder to ensure compliance with this requirement. If you are in any doubt about the existence of such a requirement speak to your line manager.

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## **RISK MANAGEMENT**

It is a standard element of the role and responsibility of all staff of the Trust that they fulfil a proactive role towards the management of risk in all of their actions. This entails the risk assessment of all situations, the taking of appropriate actions and reporting of all incidents, near misses and hazards using the DATIX system.

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## **RECORDS MANAGEMENT**

As an employee of Public Health Wales, you are legally responsible for all records that you gather, create or use as part of your work within the Trust (including financial, personal and administrative), whether paper based or on computer. All such records are considered public records, and you have a legal duty of confidence to service users (even after an employee has left the Trust). You should consult your manager if you have any doubt as to the correct management of records with which you work.

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## **HEALTH AND SAFETY REQUIREMENTS**

All employees of the Trust have a statutory duty of care for their own personal safety and that of others who may be affected by their acts or omissions. Employees are required to co-operate with management to enable the Trust to meet its own legal duties and to report any hazardous situations or defective equipment.

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## **FLEXIBILITY STATEMENT**

The content of this job description represents an outline of the post only and is therefore not a precise catalogue of duties and responsibilities. The job description is therefore intended to be flexible and is subject to review and amendment in the light of changing circumstances, following consultation with the post holder.

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## **CONFIDENTIALITY**

All employees of the Trust are required to maintain the confidentiality of members of the public (service users) and members of staff in accordance with Trust policies.

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Date Prepared:

Prepared By: James Evans

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**Public Health Wales is a non-smoking environment**

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Attributes	Essential	Desirable	Method of Assessment
<b>Qualifications</b>	<p>Degree level or equivalent professional / managerial qualification.</p> <p>Project Management Qualification (APM PMQ, PRINCE2 Practitioner or similar) or equivalent experience</p> <p>Evidence of continued professional development / further training</p>		<p>Application Form</p> <p>Certificate / Registration Check</p>



<b>Experience</b>	<p>Experience of project/programme management to a practitioner level, managing multiple projects at a time.</p> <p>Experience of designing, implementing and managing projects.</p> <p>Evidence of experience in managing large complex projects.</p> <p>Successful introduction of management methodologies to teams and individuals.</p> <p>Effective management of resources.</p> <p>Developing documents (e.g., reports).</p> <p>Developing performance indicators.</p> <p>Experience of Policy development.</p> <p>Experience of working with multidisciplinary teams at varying levels of seniority and a commitment / proven experience of partnership working.</p> <p>Experience of negotiating and influencing others in a positive manner, with confidence to deal with different priorities and differing views in order to instigate and achieve change and improvement.</p> <p>Experience of managing expectations of stakeholders within a project.</p>	<p>Experience of managing budgets associated with a Programme/Project.</p>	<p>Application Form</p> <p>Interview</p> <p>References</p>
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<p><b>Skills</b></p>	<p>Methodical, analytical problem-solving skills.</p> <p>Excellent overall management and organisational skills.</p> <p>Ability to interpret legislation and national guidance.</p> <p>Effective leadership and communication skills with experience in motivating, managing and developing effective teams.</p> <p>Evidence of ability to contribute to strategy implementation across the organisations.</p> <p>Excellent communication skills, with the ability to communicate effectively with a variety of audiences in a variety of ways.</p> <p>First class planning and organisational skills.</p> <p>Be technically competent with various software programmes (e.g., Microsoft Office).</p> <p>Effective leadership, interpersonal and communication skills including facilitation, negotiation, obtaining, providing and presenting information.</p> <p>Ability to confidently and effectively chair meetings.</p> <p>Ability to produce business cases and strategic documents.</p> <p>Ability to prepare and present reports to</p>	<p>Ability to speak Welsh / willingness to learn.</p> <p>Ability to work across directorates/services to understanding operational and corporate needs and requirements.</p> <p>Use of Microsoft Project to develop and maintain project plans.</p> <p>Use of Microsoft Teams to manage a project and to communicate with the wider Improvement Cymru Team.</p>	<p>Application Form</p> <p>Interview</p> <p>References</p>
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<b>Knowledge</b>	<p>Solid understanding and appreciation of finances and risk, issue and dependency management and benefits realisation.</p> <p>Information governance and security guidance.</p> <p>Microsoft Office trained including use of Word, Excel &amp; PowerPoint.</p> <p>Detailed knowledge of budgeting, benefits tracking and resource allocation processes.</p>	<p>Knowledge and understanding of Public Health Wales.</p> <p>Knowledge and understanding of Improvement Cymru.</p> <p>Knowledge of Improvement methodologies.</p> <p>Knowledge of Microsoft SharePoint.</p>	<p>Application Form</p> <p>Interview</p> <p>References</p>
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<p><b>Personal Attributes</b></p> <p><i>(Demonstrable)</i></p>	<p>Strong delivery focus, with the ability to drive progress forward and a concern for results and achieving goals.</p> <p>Sets high standards of performance and seeks to improve previous performance levels.</p> <p>The ability to find ways of solving or pre-empting problems.</p> <p>Ability to think clearly, reach decision, prioritise and recommend appropriate action through the assessment of relevant information.</p> <p>Ability to work under pressure and to tight deadlines including changing demands and priorities.</p>		<p>Application Form</p> <p>Interview</p> <p>References</p>
<p><b>OTHER</b></p> <p><i>(Please Specify)</i></p>	<p>Flexible approach during times of change.</p>	<p>Be able to travel where work requires.</p>	<p>Application Form</p> <p>Interview</p> <p>Document Check</p>