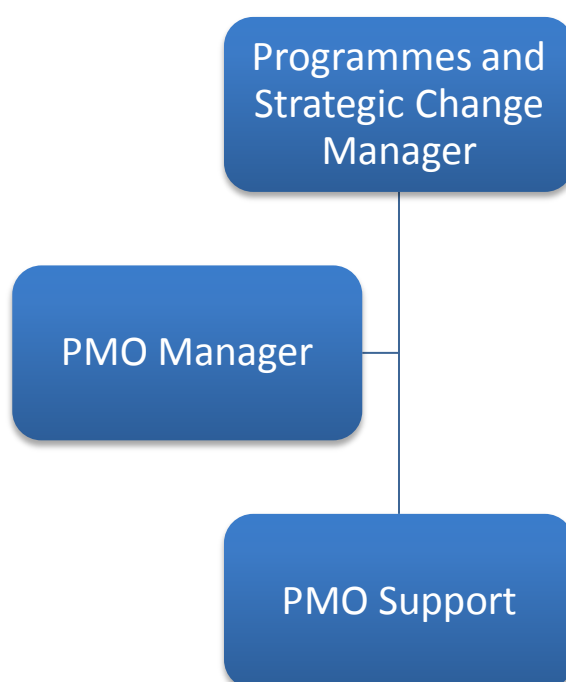


JOB DESCRIPTION

Job Title:	PMO Manager
Band/Pay:	Band 7
Department:	Torbay Pharmaceuticals

People Directorate



Job overview

A key member of the Programme Management Office (PMO) Team, the PMO Manager will deliver a high quality, cost effective Programme Management service ensuring a high level of outcomes by the application of technical and managerial expertise.

You will provide a crucial role in the governance and oversight of all designated Programmes spanning multiple workstreams and provide a support service to your assigned Business Units to aid their Project Managers in delivery of their Projects. In addition, using appropriate programme management methodology, you will appraise and control the delivery of assigned projects within the Business Units. You will utilise all present compliancy issues with respect to legislative, statutory and NHS guidance frameworks.

To effectively manage programme partnerships and associated budgets and to collate and create project information and evaluation reports.

Main duties of the job

The Programme Management Office (PMO) forms part of the People directorate and works alongside day-to-day Business units to ensure focus and assurance on the delivery of both immediate and longer term business development and transformation programmes.

The **PMO** will focus on the following annual deliverables and activities:

- Oversight of TP's change portfolio:
 - Ensure there is a robust set of outcomes from each of the programme work streams
 - To translate objectives, guidance and policy into operational controls and governance solutions
- Maintaining governance infrastructure:
 - Ensure and facilitate the smooth running of the governance structure for the portfolio
- Executive and board level reporting including measuring impact:
 - Continue to evolve the reporting framework to demonstrate the measurable improvement that is being made across the programme, including implementation milestones, risks and issues
- Support delivery of the portfolio plan:
 - Support the development of business wide delivery plans including the development of a review and assurance process
 - Using structures as agreed with the programme work stream plans
 - Develop a joint delivery plan that can be monitored to assure delivery of key milestones across the portfolio
- Provide a central knowledge repository:
 - Facilitate centralised knowledge management
 - Sharing of information and provision of expertise
- Support capability building:
 - Working closely with the Business Unit Teams
 - Supporting the capability development which supports implementation and transformation activities across the organisation
- Development of guidance, tools and templates for planning and implementation:
 - Develop guidance, tools and templates that can be used across the organisation to enable a consistent approach to planning and programme management (where appropriate) and avoid duplication of effort

About Torbay Pharmaceuticals

Torbay Pharmaceuticals (TP) opened a new manufacturing site in 2017 supported by a £26m investment. We aim to double the size of the business in the next 4-5 years.

Torbay Pharmaceuticals (TP) is a semi-autonomous business unit of Torbay and South Devon NHS Trust with its own Management Board.

Torbay Pharmaceuticals (TP) is a flagship business within the National Health Service and manufactures and distributes terminally sterilised injectables for the secondary care market in the UK and worldwide.

The business employs circa 200 people and has sales in excess of £20M per year.

TP is a holder of the following MHRA (Medicines and Healthcare Products Regulatory Agency) licenses:

- ✓ Manufacturers License
- ✓ Manufacturers License 'Specials'
- ✓ Wholesale Dealers Licence
- ✓ Manufacturers Licence 'Investigational Medicinal Products'

TP is a holder of the following Quality Management Accreditations:

- ✓ ISO13485 – Medical Devices

Detailed job description and responsibilities

- The PMO Manager will be the designated lead for TP's PMO, across all Programmes which will include the responsibility for governance, organisation and facilitation including collection, analysis and interpretation of complex information for distribution to key stakeholders within the organisation
- Responsible for working closely with the Business Unit programme and project managers and finance team in order to fully understand the financial impacts of the projects to ensure that the forecasting is consistently accurate and reliable
- The nominated PMO manager will provide support to the designated Business Unit including attendance at regular Steering Committee Meetings and acting as the key PMO contact for the various Business Units, providing guidance and support where required
- Provide Programme management support for designated programmes to include the development of new ideas using the agreed PMO governance and maturity model processes. In addition to tracking and support for existing schemes
- Responsible for the establishment of close and integrated working partnerships between the Business units, Finance, HR, IT and Information departments to ensure that the programmes are appropriately monitored and the information is co-ordinated and the schemes remain on track; escalating risks and issues as and when necessary
- Collect, analyse and interpret complex information, investigating variances and inconsistencies, to update and track Programme information using TP's Tracker
- Participate in the Programme planning process for each new financial year including leading idea generation workshops

- Identification, analysis and planning of actions to engage and negotiate with key stakeholders
- Plan and co-ordinate complex activities and formulate strategies relating to the successful delivery of commercial, system and business change projects organisation wide
- Support the Executives, Board and Leadership Teams in the implementation of the programmes, by providing and receiving highly complex and potentially contentious information
- Assist the Project Managers and Senior Responsible Officers (SRO's) to prepare and maintain business case/benefits and project related documents in accordance with standards set out by the PMO
- Follow the defined project management methodology and approach, ensuring tight alignment to the PMO for project delivery
- Resolve at an early stage all issues relating to project briefs so that the effective planning and management of the project can proceed
- Ensure that due governance is incorporated into the projects and collaborate with appropriate representatives on the development of protocols
- Utilise effective issue, risk and change management procedures and controls as defined by the PMO to mitigate and remove obstacles to successful programme delivery
- Estimate, schedule, plan, track and control tasks to manage and contain the scope of the project
- Work with key operational staff from TP to formulate a benefits register, identify benefit owners and establish baseline benefit measurements with a planned schedule of benefit review points
- Monitor progress on plans and address issues that arise in the course of projects
- Monitor project expenditure and costs liaising with the Finance Department to provide regular reports on forecast savings/spend and actual savings/spend throughout the project lifecycle
- Effectively report on programme progress, team work allocation and associated monitoring to the Executive Team, Finance & Programme Committees etc.
- Work closely with the Information Governance Department to ensure adherence to the Trust's Information Governance Policy and approach in relation to project work
- Direct any allocated staff, ensuring they are clear about what is required of them and supervising their work so that they are effective
- Ensure close alignment and engagement with the relevant sponsors and stakeholders to determine requirements/priorities
- Assist services in making the necessary business change required to ensure that the service realises maximum benefits from information technology
- Assist in feasibility studies for new project system implementations, exposing all the factors relevant to decisions about whether and how to introduce or enhance systems
- Ensure that appropriate communication networks are in place to ensure that all stakeholders are fully engaged with the delivery of the individual projects that the postholder is managing, in accordance with the communication process set out by the PMO

- Support the PMO in creating and implementing communication strategies
- Provide specialist advice on defined programme and project management methodology
- Liaise with other Programme Managers, both internally and externally, to identify areas of good practice and ensure that this best practice is adopted by TP
- Throughout the lifespan of individual projects undertake regular audits, and report on progress, following the process set out by the PMO
- Managing the expectations of all Stakeholders as due to the size of the cost reductions required there will naturally be very difficult discussions to be had in relation to both the workforce and the services that are delivered to patients
- Whilst TP has introduced a flexible and dynamic IT tool to record and report on the Workstream programmes it is not a bespoke PMO application. Therefore, the recording of the programmes and projects may not be straight forward as possible and the post holder will need to be creative in how the data is input to ensure that that overall forecast remain accurate and up to date

Analytical/Judgemental

- Undertake complex and detailed information analysis of projects/reports requiring high levels of concentration
- Update, maintain, organise, gather and analyse information to ensure that the projects within each programme are accurately forecasting the project outcomes
- Monitor and evaluate risks and issues using a tracking mechanism to enable a proactive resolution and escalation processes
- Contribute to the information management of performance, taking a lead for specific projects across TP
- Provide coordination of and participate in relevant meetings, reporting attendance and providing information advice and support where requested

Financial and Physical Resources

- Deliver against organisational objectives, achieving quality outcomes, prioritising own workload and working to tight deadlines
- Support and inform teams on the targeting of resources, monitoring, implementing, evaluating and delivery of plans by providing sophisticated, high quality information and analysis
- Contribute to the financial delivery of the Programme Management Office ensuring it is cost effective
- Supporting and actively contributing to the delivery of TP's strategic change plans and ensuring it is aligned to the agreed governance arrangements

Information Management

- Operate within and provide enhancements to current management information, reporting to enhance decision making processes
- Updating, maintaining, organise, gather and analyse information to forecast and evaluate project status and delivery
- Support development, implementation, monitoring and evaluation of new information systems

- Responsible for supporting the development and maintenance of the Project databases required for regular reports

Research and Development

- Actively supports and contributes to the development of key performance indicators for the successful assessment of performance
- Test and review new PMO concepts, models, and practices as part of an on-going agile development process
- Contributes to ensuring there are processes in place for spreading and sharing learning and outcomes

Planning and Organisation

- Contribute to overall strategic planning both within the PMO and TP more widely
- Through the programme management, support the implementation of strategic modernisation/service improvement, public health, workforce or commissioning strategies and any associated action plans
- Deliver against objectives, achieving quality outcomes, prioritising own workload and working to tight deadlines
- Organise Project and Programme delivery meetings and to capture and update the Actions Log

Communication and working relationships

Key Working Relationships

- Required to maintain constructive relationships with a broad range of stakeholders
- Participate in relevant internal and external working groups/projects, services, and initiatives which may be highly complex, sensitive, political, and contain contentious information with the aim of providing information and analytical advice to the teams
- Communicate information, risks, issues and dependencies, including briefings and reports to project teams, sponsors and a range of internal and external staff

Communication

- Must be able to provide (both verbally and written) a position of all or individual projects that is clear and concise to a wide audience who will have different levels of Project Management knowledge
- Work with members of the team and key stakeholder to investigate the causes of any variance from plan/delivery targets and contribute to the implementation of solutions
- Support the development of internal and external communications where required by regular contact with the teams, stakeholders and Communications team
- Responsible for preparation of correspondence and complex papers

Working Relationships

- Will need to form effective relationships at all levels up to and including, Divisional General Managers and Executive directors

- Can provide leadership and direction across a Virtual delivery team that will consist of team members from different directorates
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PERSON SPECIFICATION

Attributes	Essential	Desirable
Qualifications and training	<ul style="list-style-type: none"> • Educated to Masters Degree level or evidence of highly developed specialist knowledge, underpinned by theory & experience to equivalent level • Further training or significant experience in project management, financial management or supporting change management processes • Project Management Qualification (PRINCE 2, APM, PMI or similar) 	<ul style="list-style-type: none"> •
Knowledge and experience	<ul style="list-style-type: none"> • Working on complex transformation programmes. Working with diverse, multiple stakeholders in complex public sector environments • Comprehensive knowledge of project management and/or health information systems development • Experience in communications and stakeholder management • A good understanding of the health and social care environment and roles and responsibilities within it • Excellent organisational skills • Managing and facilitating meetings • Working knowledge of Project Software Applications • Previous experience in similar role in public 	<ul style="list-style-type: none"> • Experience and understanding of evaluating and measuring the performance of health services • Workforce development knowledge and experience • Experience in a pharmaceutical or manufacturing environment

	sector	
Specific Skills	<ul style="list-style-type: none"> Ability to analyse and interpret information, pre-empt and evaluate issues, and recommend and appropriate course of action to address the issues 	<ul style="list-style-type: none"> Evidence of success in effective project and programme management
Requirements due to work environment/conditions	<ul style="list-style-type: none"> Clear communicator with excellent writing, report writing and presentation skills; capable of constructing and delivering clear ideas and concepts concisely and accurately for diverse audiences Skills for communication on complex matters and difficult situations, requiring persuasion and influence Skills for nurturing key relationships and maintaining networks VDU user 	

Physical skills	<ul style="list-style-type: none"> N/A
Physical effort	<ul style="list-style-type: none"> Light Physical Effort
Emotional effort	<ul style="list-style-type: none"> An ability to maintain confidentiality and trust Due to the financial savings required there will be very difficult decisions and discussions
Mental effort	<ul style="list-style-type: none"> Adaptability, flexibility and ability to cope with uncertainty and change High degrees of concentration due to the complexities of the programmes and having to manage demanding priorities