

## Job description

|                      |                                          |
|----------------------|------------------------------------------|
| <b>Service Area:</b> | Portfolio Management Directorate         |
| <b>Job Title:</b>    | Project Manager                          |
| <b>Band:</b>         | 7                                        |
| <b>Location:</b>     | Newcastle, Fleetwood with remote working |

## Job purpose

The Portfolio Management Directorate delivers projects and programmes within the NHSBSA change portfolio. The Project Manager role is responsible for the end-to-end delivery of projects to time, on budget and the appropriate levels of quality. Assigned projects will vary in size and scale and will include some elements of increased complexity such as political sensitivities, technical complexities or significant approach tailoring. Projects may be standalone, or as part of a wider programme of work.

The Project Manager will manage projects in accordance with NHSBSA's Project Management Framework and fulfil requirements for both internal and external assurance forums. Working with senior stakeholders in the Project Executive role, the Project Manager will ensure projects safely deliver the change required for NHSBSA.

The role will be responsible for all elements of project management, including budgets and forecasting resource needs. The role will also define the delivery approach required to ensure successful completion of the project and secure stakeholder buy-in for the approach.

## In this role, you are accountable for

### **Project Delivery:**

- Create and lead the project to deliver the agreed outcomes within time, cost and quality constraints.
- Deliver project in line with the NHSBSA Project Management Frameworks, and both internal and external assurance frameworks as appropriate.

### **Project Management:**

- Day to day management and leadership of the project and the project team.
- Set project controls.
- Design the project structure appropriate to stage.
- Select and apply appropriate delivery methodologies.

### **Business Case:**

- Delivery of a cohesive project Business Case, including drafting as required, and securing collaborative input from subject matter experts.

### **Budget:**

- Develop the budget and track delivery within budget.
- Ensure all expenditure is governed in accordance with NHSBSA Standing Financial Instructions and DHSC / Cabinet Office spend controls.

### **Resources:**

- Identify skill requirements; and deploy and develop resources. Manage medium sized team.

### **Benefits Realisation:**

- Delivery of the agreed Business Case scope in line with defined time, cost, and quality criteria to enable the realisation of benefits in post project Benefit Realisation.
- Ensure appropriate Benefits Realisation Strategy is in place to enable longer term delivery of benefits against the Business Case within post project Benefit Realisation.

### **Stakeholder Management:**

- Identify and manage stakeholder relationships and need for senior level support. Manage internal and external relationships as appropriate.

**Risks and Issues:**

- Identify and monitor project risks and issues. Develop mitigating actions and escalate as appropriate
- Leading risk management within project team in accordance with NHSBSA Corporate Risk Management Framework.

**Governance:**

- Support effective governance and decision making. Provide reporting and engage in mechanisms that hold you, as Project Manager, to account for delivery.
- Manage progress and delivery confidence reporting in line with internal NHSBSA and external reporting cycles as required.

**Assurance:**

- Engage with assurance reviews and support action on recommendations. Organise assurance processes such as gateway reviews, as required.

**Change Management:**

- Ensure effective Change Management processes are in place to agree and document changes to deliverables as agreed with stakeholders.

**Guidance and Support - Programme and Project Management Community:**

- Seek appropriate support, guidance and coaching from the project community.
- Show commitment to personal development.
- Promote effective individual and team performance.
- Active involvement in knowledge sharing and informal mentoring within the Programme and Project Management community.

**In addition to the above accountabilities, as post holder you are expected to**

1. Undertake additional duties and responsibilities in line with the purpose of your role and as agreed by your line manager.
2. Demonstrate NHSBSA values and core capabilities in all aspects of your work.
3. Encourage an environment where your own and colleagues' safety and well-being is promoted.
4. Contribute to a culture which values diversity and inclusion.
5. Follow NHSBSA policies, procedures, and protocols as they apply to your role.

## Working relationships

|                        |                                                                                                                                                                                    |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Responsible to</b>  | <b>For Line Management:</b> Portfolio Delivery Lead<br><b>For Task Management:</b> Project Executive, Senior Programme Manager, Programme and Project Manager for project delivery |
| <b>Responsible for</b> | Virtual project team matrix management                                                                                                                                             |

### Key relationships and connections

- Portfolio Delivery Lead
- Head of Portfolio Delivery
- Heads of Service and Service leads
- Senior Programme Manager; Programme and Project Managers; Project Coordinators; Project Support Officers and Business Analysts
- Senior Portfolio Business Partners; Portfolio Business Partners
- Portfolio Assurance Team
- Finance and Commercial colleagues
- Senior managers across the NHSBSA service areas within SRO / Project Executive / Senior User roles
- Service stakeholders, both internal and external to NHSBSA
- Supplier stakeholders, both internal and external to NHSBSA
- Professional Government / Civil Service networks, such as DHSC

# Person specification

**Service area** Portfolio Management Directorate

**Job title** Project Manager

## Relevant professional framework

This programme and project management role is aligned to the **Project Manager 2** and **Project Manager 3** role from the [UK Government Project Delivery Capability Framework](#) (see bespoke role competency profile in appendix). The postholder will be expected to work towards gaining UK Government Project Delivery Profession accreditation at **Practitioner** level, supported and sponsored by the NHSBSA.

## Personal Qualities, Knowledge and Skills

### *Essential criteria*

- Strong stakeholder management skills
- Ability to build effective relationships with, and influence, stakeholders
- Resilient and determined, with strong negotiation skills and ability to constructively challenge
- IT skills: MS Office 365 suite, MS Teams, MS Project, MS SharePoint etc

### *Desirable criteria*

- An awareness of the NHSBSA's strategy
- Knowledge of Government Functional Standards for Project Management GovS002
- Specialist subject knowledge relevant to project profession
- Evidence of continued professional development

### *Demonstrated by*

- Application form, interview

## Experience

### *Essential criteria*

- Significant track record and experience in successful definition and delivery of projects using a recognised delivery framework (e.g., Prince2)
- Demonstrable experience of stakeholder engagement and management
- Demonstrable experience in team leadership and managing virtual teams
- Experience of budgetary management and reporting

### *Desirable criteria*

- Experience of delivery of digital services
- Experience of project delivery within the NHS
- Specialist experience relevant to programme and project profession (e.g., IPA accredited assurance reviewer)

### *Demonstrated by*

- Application form, interview

## Qualifications

### *Essential criteria*

- Project management practitioner qualification (e.g., Prince2).
- Degree or relevant management qualification, or significant work-based experience in a middle management role

### *Desirable criteria*

- Project Delivery specialism
  - e.g. Risk Management (e.g. MoR)
  - Agile PM
  - Change Management (e.g., Prosci Change Management Practitioner)

- Relevant post-graduate qualification
- Further education/Training Course certification(s) in change management discipline

#### *Demonstrated by*

- Application form, interview
- Evidence of professional certifications

### **Core capability (minimum level)**

#### **Communicating with Impact and Influence - Level 3**

- Confidently engages with stakeholders to advocate and generate commitment to goals
- Communicates using appropriate style, method and timing with colleagues across all levels and functions
- Persuades others, using evidence-based knowledge, modifying approach to deliver messages effectively
- Negotiates well, responding to other people's expectations and concerns

#### **Improving and Innovating - Level 3**

- Facilitates flexible use of resources through innovative structuring of teams and resources within own area
- Uses creative methods to involve and generate new thinking from others
- Keeps others informed through a variety of methods in order to inform and gain commitment to changes
- Challenges the status quo and provides constructive feedback to senior managers on change proposals which will affect their business area
- Invites and welcomes challenge to their own or others' views, encouraging robust debate
- Challenges others to identify opportunities for cost saving and service improvements

#### **Working Together – Level 3**

- Creates, maintains and promotes a strong network of connections with colleagues across the organisation
- Engages with a variety of stakeholders, listening and responding to their feedback, and encouraging others to do the same
- Advocates collective decisions, even if their own view differs
- Acknowledges and addresses conflict constructively. Develops a shared solution and makes difficult choices when necessary

- Courageous in bringing out and working constructively through issues that arise from conflicting points of view to find common understanding

### **Enabling Performance and Potential – Level 3**

- Translates business priorities into clear outcome-focused objectives
- Identifies and helps to address the capability gaps of people within own business area required to deliver business priorities
- Is honest and realistic with people about their potential, whilst challenging them to stretch beyond what they believe they can do
- Maintains effective performance in difficult and challenging circumstances, encouraging others to do the same
- Provides direction and support without micro-managing

### **Making and Owning Decisions – Level 3**

- Delegates and empowers decision making to the appropriate level and builds confidence in others' ability to make decisions
- Achieves an effective balance between decisiveness and analysis - recognises when an issue requires a more considered response or immediate confident decision
- Weighs up data from multiple sources, bringing in an expert for support when necessary
- Analyses and identifies risks in order to make decisions that take account of the wider context, including diversity and sustainability
- Makes decisions when they are needed, even if they prove difficult or unpopular

### **Understanding the Bigger Picture – Level 3**

- Engages colleagues in developing their understanding of the business strategy and the part they play in its delivery
- Supports others to understand and recognise the purpose of their business area, so that they are engaged and motivated by it
- Identifies people/teams across the business that face similar challenges and opportunities in order to work with them to produce the best outcome for the NHSBSA
- Helps others understand the complex external environment in which the NHSBSA operates
- Proactively scans the external environment, being alert to emerging issues and trends which might impact or benefit their own and their team's work, and takes appropriate action



## Appendix: Project Delivery Capability Framework - Blended role competency mapping

Standard Levels: None / Awareness / Working / Practitioner / Expert

| Technical Competencies           |                | Behavioural Competencies |                |
|----------------------------------|----------------|--------------------------|----------------|
| Competency area                  | Expected Level | Competency area          | Expected Level |
| Commercial & Procurement         | Awareness      | Visible Leadership       | Working        |
| Requirements Management          | Working        | Credible Action          | Working        |
| Solution development             | Awareness      | Working with ambiguity   | Working        |
| Planning                         | Practitioner   | Collaboration            | Practitioner   |
| Scheduling                       | Practitioner   | Influencing              | Practitioner   |
| Resource Management              | Practitioner   | Conflict Resolution      | Working        |
| Budgeting & Cost Management      | Practitioner   | Inspiring others         | Working        |
| Risk & Issues Management         | Practitioner   | Resilience               | Working        |
| Quality Management               | Working        | Innovation               | Working        |
| Business Change & Implementation | Awareness      | Culture change           | Awareness      |
| Governance                       | Working        |                          |                |
| Frameworks & Methodologies       | Practitioner   |                          |                |
| Stakeholder Engagement           | Practitioner   |                          |                |
| Assurance                        | Working        |                          |                |
| Change Control                   | Working        |                          |                |
| Business Case development        | Working        |                          |                |
| Asset allocation                 | Awareness      |                          |                |
| Benefits Management              | Working        |                          |                |
| Knowledge Management             | Working        |                          |                |