



Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

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CAJE REFERENCE **HD2020/0134**

DATE APPROVED **28/08/2020**

Updated 24/02/2022

JOB DESCRIPTION

JOB DETAILS

Job Title: Senior Project Manager

Pay Band: 7

Directorate: Finance Directorate

Department: Digital Services

ORGANISATIONAL ARRANGEMENTS

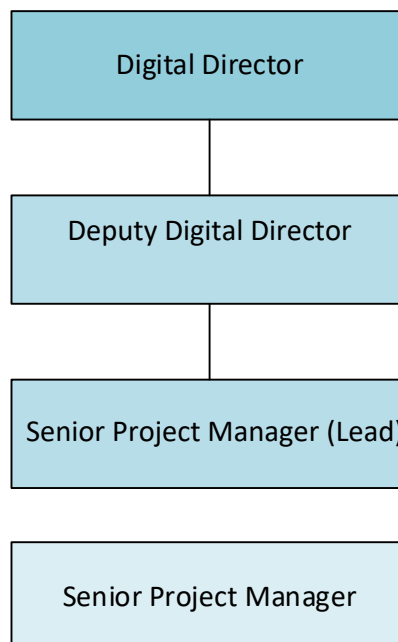
Managerial Accountable to: Senior Project Manager (Lead)

Reports to: Senior Project Manager (Lead)

Professionally Responsible to: Senior Project Manager (Lead)

Responsible For: N/A

Organisation chart:



JOB SUMMARY / PURPOSE

The postholder will be responsible for managing and controlling the delivery of complex digital projects which form part of Digital Response strategic aims and are key to the successful implementation of the Health Board's Strategy.

They will be responsible for the entire project lifecycle ensuring adherence to standards such as APMP / PRINCE2 / MSP and will manage the benefits realisation activities to ensure project success within tolerances.

MAIN DUTIES AND RESPONSIBILITIES

The main responsibilities of the Senior Project Manager will be drawn from all or some of the following (depending upon the project being worked on):

- Responsible for the management and control of digital services based projects.
- Supports, facilitates, monitors and reports progress of multiple projects across different departments in the Health Board.
- Supports performance improvements.
- Manages project teams to achieve project deliverables, milestones, and outputs within time, cost and quality tolerances.
- Makes sound judgments where there are conflicting requirements, based on comprehensive and complex analysis, relating to allocation of resources required for successful project conclusion.
- Evaluates and re-prioritises own and others workload and resource allocation based on continuously changing national and local requirements.
- Undertaking Benefits realisation management for all projects.
- Management of project risks and escalation to programme level.
- Undertaking stakeholder analysis and management across projects.
- To be actively involved in the setting of the operational, technical and strategic objectives of the project.
- Identify, assess and prioritise risk associated with the project.
- Assess project feasibility and negotiate necessary amendments with the Programme lead.

Develop Plans to Achieve the Project Goals

- Planning and organising broad range of activities and tasks.
- Senior Project Manager is required to translate and interpret for the programme using technical, policy and other experience and advise a course of action for the programme.
- Develop and monitor project plans will require sound analytical judgments, which require the analysis interpretation and comparison of a range of options ensuring that they are consistent with the agreed project scope.
- Correctly identify and manage dependencies and deliverables.
- Produce the Project Initiation Document, prepare Project Stage documentation and Exception plans if appropriate.

- Collaborate on the production of product descriptions and specifications, ensure they are fit for purpose and signed off before work is significantly progressed.

Establish the projects resourcing and control methods

- Complete resource plans to deliver the project.
- Write specifications for project resources.
- Ensure that appropriate advice and guidance is sought and applied in specialist areas e.g. Procurement and communications.
- Identify and obtain any support and advice required for the management, planning and control of the project.
- Appoint Project Assurance roles and agree them with the Project Board.

Lead and manage the Project Work Packages

- Direct and motivate the work package team while emphasising a focus on product delivery.
- Ensure the team and stakeholders have effective opportunities to contribute to the development of the work packages.
- Manage the production of the required products within the agreed tolerances of the Project Initiation Document.
- Liaise with the Senior Project Manager (Lead) to assure the overall direction and integrity of the project work packages.
- Take responsibility for overall progress and use of resources for the work packages and initiate corrective action where necessary.
- Identify, assess and manage the main priorities and risks associated with the project, including the development of contingency plans.
- Managing conflicting priorities between stakeholders with different expectations.
- Brief the Senior Project Manager (Lead) before each Project Board meeting and service the Project Board meetings.
- Liaise with any suppliers or account managers relevant to the project work package.
- Oversee project administration.
- Preparing reports e.g. Highlight, End Stage, End Project, and Lessons Learned Report. Demonstrate the application of lessons learned from earlier projects to thinking on how best to organise the project.
- Liaise with programme management or related projects to ensure that work is neither overlooked nor duplicated.

Monitor and adjust activities resources and plans

- Monitor and evaluate project work in a way which is consistent with the project plan.
- To have operational responsibility for the use of Programme and Project information systems so that projects are properly monitored and controlled, and are capable of producing a number of reports.
- Ensure that evaluations are conducted to accurately measure progress against plans, identifying emerging risks and issues.
- Maintain Risk, Issues and Action logs for the project.
- Keep project activities and resources in line with plans.
- Actively seek to evaluate ways to improve the work of the project and enforce change control.
- Production of change controls and any required configuration management as required by the project manager.

Develop Solutions to project problems

- Collect and verify all information necessary and relevant to a problem in a way which facilitates effective and efficient analysis.
- Analyse information for all the major stakeholders' perspectives identifying and prioritising all known factors according to project scope and definition.
- Assess resources capacity in solving problems.
- Present a range of options when identifying solutions.

Ensure completion of project activities

- Ensure project goals have been achieved to agreed schedule costs and quality.
- Ensure handover of all deliverables in line with the objectives.
- Evaluate effectiveness of project planning and implementation.
- Ensure that all end of project documentation is completed.

Service Management

Responsible for the management of particular digital projects across Health Board which are based on both national and local priorities and policies and service developments.

Will be expected to develop local policy and service development changes based on National programme.

Will report progress on particular projects to appropriate bodies up to the national programme level.

Will be expected to effectively enable the transition of the project into Digital service management, ensuring that the support staff are provided with enough information to effectively support new systems going live.

Service Improvement

To plan all digital projects, based on both the local and national digital programme requirements. These projects will impact on a wide variety of Health Board departments outside of Informatics, in particular the Clinical departments, and will involve influence, negotiation and planning of tasks and resource allocation in areas not directly within post holder's control.

To amend plans to reflect progress, and due to identified risks or issues, adjust accordingly where targets are not being met.

To also produce and implement exception plans when tolerances are being exceeded.

The post will not include original research and development but there is a need for complex surveys relating to the projects especially around any pilot projects or benefits realisation. This may be achieved through document searches and internet searches and is essential to ensure that duplicated effort does not occur.

Communications

Presents and effectively communicates highly complex digital programme and project management issues to a wide range of staff to Executive Director Level.

Makes complex formal presentations to large groups of diverse staff.

Influences project board members as to the business criticality of complex project activity, and the potential benefits that could be achieved.

Negotiates with and motivates on areas of project delivery and ensures that the appropriate communication channels are in place with other initiatives and plans.

Highlights those areas where local developments may impact on or conflict with other local or national agendas and ensures that appropriate business cases support project development.

Communicates very sensitive information, often commercially confidential to the appropriate staff.

Manage and communicate with a significant number of relevant stakeholders to their work packages and NHS employees and organisations, with no direct line responsibility requiring highly developed communication skills.

To engage NHS stakeholders in the development of business cases where required, including scoring and appraisal exercises at external Design team and Stakeholder working sessions and workshops.

Maintain the communication plan and products on behalf of the senior project manager(s).

Finance and Resources

Monitoring the operational transactions of the budget. To manage the budget associated with the identified work stream.

To oversee the management of project contracts awarded to within agreed tolerances and escalate exceptions to the Project Board and Programme Executive.

To contribute to the development of project business cases.

To develop and write required documents, associated with the post holders responsible work streams, ensuring that a benefits realisation plan is developed and written so that the benefits of the procurement are identified and measured in line with Programme/Project benefits.

Personal and People Development and People Management

Responsible for day to day supervision of the local programme office staff including recruitment alongside Head of Digital Programmes, work allocation, training and delegation.

Responsible for design of work packages. Influences and negotiates allocation of work package instructions with appropriate managers.

Monitors progress of work packages escalating to appropriate managers when tolerances do or are likely to be exceeded and initiates remedial actions with appropriate resources/managers, identifying these issues to project boards as necessary.

Responsible for any staff assigned to project work on a temporary or permanent basis as required.

Responsible for the work allocation to Project staff.

Maximise the use of desktop technology to improve operational and office processes.

Keep skills and knowledge up to date and in line with best practice.

Continually review practice and apply lessons learnt to future work. Maintain a personal development plan to be reviewed annually as part of the Personal Development Review process.

Information Processing

To produce complicated and exact reports including full benefits realisation plans with appropriate evidence derived from a wide variety of Information sources, paper and electronic.

To identify potential benefit areas from the offset and ensure that baseline measurements are carried out prior to implementation of systems.

Post Implementation collection of same measurements.

Complex analysis and presentation of comparative pre- and post-implementation measurements.

To identify appropriate reporting mechanisms to allow complicated information to be presented in a simple and easily understood manner by a wide audience.

To manage project information systems and filing structures, keeping them up to date and ensuring effective availability to the team.

Collect and verify all information necessary and relevant to a problem in a way which facilitates effective and efficient analysis.

Analyse information for all the major stakeholders' perspectives identifying and prioritising all known factors according to project scope and definition.

Assess resources capacity in solving problems Present a range of options when identifying solutions.

Health, Safety and Security

Act within legislation, policies and procedures relating to information governance.

Attend statutory/mandatory training.

Clearly identifies and communicates changes to working practices to affected staff.

Quality

Supports others effectively during times of change and work with others to overcome problems

and tensions as they arise and ensure that own work load is managed effectively.

Works within the Informatics Programme Quality Strategy. Produces and adheres to Project Quality Plans. Escalates quality tolerance breaches appropriately.

Equality and Diversity

To ensure that equality and diversity issues are recognised and addressed in accordance with legislation, policies and procedures.

Respects all staff, and appreciates the changes being introduced by the informatics projects being delivered may well have impact on staff and their working practices.

Effort and Environmental

Required to work on own initiative.

Lead specialist on specific projects and interprets national policy in project area. Light physical effort.

There is a frequent requirement for prolonged concentration e.g. drafting projects documents while dealing with interruptions.

Occasional exposure to distressing or emotional circumstances.

Required to use VDU for most of the day. Able to travel to other sites when required.

General

This is not an exhaustive list of duties and responsibilities and the post holder may be required to undertake other duties which fall within the grade of the job, in discussion with the manager. This job description will be reviewed regularly in the light of changing service requirements and any such changes will be discussed with the post holder.

PERSON SPECIFICATION

ATTRIBUTES	ESSENTIAL	DESIRABLE	METHOD OF ASSESSMENT
<p>Qualifications and Knowledge</p>	<p>Educated to degree level or equivalent experience</p> <p>APMP / Prince 2 practitioner equivalent or appropriate project management experience at an equivalent level</p> <p>Postgraduate diploma level qualification or experience at an equivalent level</p> <p>An appreciation of needs of clinicians in the workplace</p> <p>In-depth knowledge of organisational structures, management reporting lines and appropriate routes for delegation of project work packages</p> <p>An understanding of the area served by the Health Board and its social and economic character</p> <p>Evidence of further development – education/training</p>	<p>MSP (managing successful programmes) practitioner</p>	<p>Application form and interview</p>
<p>Experience</p>	<p>Experience at clinical, technical (e.g. Informatics) or managerial level</p> <p>Proven record of formal medium scale project management</p> <p>Proven track record of being able to co-ordinate multi-level/multi-disciplinary teams</p> <p>Knowledge of budgeting and resource allocation procedures</p> <p>Experience of working in health care</p>		<p>Application form and interview</p>

	Knowledge of the procurement process, including contract negotiations particularly in relation to IT procurements		
Language Skills		Welsh Speaker (Level 1) <i>Full details around the expectations associated with level 1 may be found at the bottom of this page</i>	Application form and interview
Aptitude and Abilities	<p>Well-developed communication skills: oral, written, presentational and interpersonal</p> <p>Demonstrate a track record of delivering on target</p> <p>Effective interpersonal and communication skills</p> <p>Self-motivated & enthusiastic professional</p> <p>Responsive to changing environments</p> <p>Ability to work in a team, to work to deadlines and on own initiative</p> <p>Willingness to learn</p>		Interview
Values	<p>Ability to embrace the following personal values and behaviours on a daily basis -</p> <ul style="list-style-type: none"> • Dignity, Respect and Fairness • Integrity, Openness and Honesty • Caring, Kindness and Compassion <p>Ability to demonstrate a commitment to our organisational values -</p> <ul style="list-style-type: none"> • Working together to be the best we can be • Striving to develop and deliver excellent services <p>Putting people at the heart of everything we do</p>		Interview

Level 1 Welsh

(Please note that for this particular post level 1 in spoken Welsh is desirable but not essential)

Listening/Speaking: Pronounce Welsh words, place names, department names, etc. Greet and understand a greeting. Use basic every day words and phrases, e.g. thank you, please, excuse me, etc. Understand / pass on simple verbal requests of a routine / familiar / predictable kind using simple language, e.g. 'May I speak to...'. State simple requests and follow up with extra questions / requests in a limited way.

Reading/Understanding: Understand simple key words and sentences on familiar / predictable matters relating to own job area, e.g. on signs, in letters.

Writing: Fill in simple forms, note down simple information, e.g. date and venue of a meeting, Welsh address, etc.

NHS CODE OF CONDUCT FOR MANAGERS

**** For Managers only:**

The post holder will be expected to adhere to the standards laid down in the NHS Code of Conduct for Managers and at all times act in a manner that reflects and promotes the values of the HB.

The post holder must ensure all activity and service objectives are effectively met in compliance with HBs standing orders and SFIs, scheme of delegated authority and employment legislation.

REGISTERED HEALTH PROFESSIONAL

**** For Registered Health Professionals only:**

All staff who are members of a regulatory body must comply with standards of professional practice/conduct. It is the postholders responsibility to ensure they are both familiar with and adhere to these requirements.

HEALTHCARE SUPPORT WORKERS

**** For Healthcare Support Workers only:**

All healthcare support workers should be familiar with and must comply with the Code of Conduct for Healthcare Support Workers in Wales.

COMPETENCE

The post holder is required to participate in the Hywel Dda PDR process and work towards meeting identified development needs.

The postholder is required to demonstrate on-going continuous professional development.

At no time should the postholder work outside their defined level of competence. If the postholder has concerns regarding this they should immediately discuss this with their Manager/Supervisor/Consultant. The postholder has the responsibility to inform those supervising their duties if they are not competent to perform a duty.

TEAM BRIEF

The post holder is required to actively participate in Hywel Dda Team Briefing in order to aid communication within the Health Board.

Managers and supervisors will regularly deliver the Team Brief verbally to their own staff teams by means of a Core Brief and additional departmental information.

RISK MANAGEMENT/HEALTH & SAFETY

The postholder has a responsibility to themselves and others in relation to managing risk, health and safety and will be required to work within the policies and procedures laid down by the Hywel Dda. All staff have a responsibility to access occupational health, other staff support services and/or any relevant others in times of need and advice.

The postholder has the responsibility for monitoring the progress on action plans in relation to risk, health and safety.

The postholder has the responsibility for the development of risk profiles and a risk register within their area of responsibility.

The postholder has the responsibility for developing systems to monitor performance against agreed performance indicators.

HARRASSMENT & BULLYING

The HB condemns all forms of harassment and bullying and is actively seeking to promote a workplace where employees are treated with dignity, respect and without bias. All staff is requested to report any form of harassment and bullying to their line manager or to any Director of the HB.

RECORDS MANAGEMENT

The postholder has the responsibility for timely and accurate record keeping and where appropriate in accordance with professional guidelines.

The postholder has the responsibility for the creation and maintenance of records in accordance with Hywel Dda policy and the data protection act.

FLEXIBILITY STATEMENT

The developing and rapidly changing nature of the organisation will require considerable flexibility from the post holder. This job description indicates the main functions and responsibilities for the post and is not intended to be a fully inclusive list and the duties and responsibilities specified in this job description are subject to change as the needs of the HB evolve. On agreement with the post holder, this job description will be amended, as necessary, in the event of future organisational and professional changes and/or personal development.

CONFIDENTIALITY

All staff may have access to confidential information about patients, staff or health service business. On no account must such information be divulged to anyone who is not authorised to receive it. Confidentiality of information must be preserved at all times whether at or away from work. Any breach of such confidentiality is considered a serious disciplinary offence, which is liable to dismissal and /or prosecution under current statutory legislation (Data Protection Act) and the HB Disciplinary Policy.

EQUAL OPPORTUNITIES

It is the aim of the Hywel Dda HB to ensure that no job applicant or employee receives less favourable treatment on grounds of gender, religion, race, colour, sexual orientation, nationality, ethnic or national origins or is placed at a disadvantage by conditions or requirements which cannot be shown to be justifiable. To this end, the HB has an Equal Opportunities Policy and it is for each employee to contribute to its success.

OUTSIDE EMPLOYMENT/OUTSIDE INTERESTS

Any other work or outside interests must not conflict with the duties and responsibilities of your

attendance for work as an employee of the HB.

ENVIRONMENTAL

The Hywel Dda Health Board is committed to its environmental responsibilities. The Board recognizes that its activities, including energy consumption, waste generation, transportation emissions, water use and resource consumption, have a significant impact on the environment. As an integral part of its commitment to ensure high quality patient care, all staff have a responsibility to adhere to environmental policy and procedure at both an organisational level and within their own area of work to ensure legal compliance. Staff will do their utmost to minimize the environmental impacts of Health Board activities and services, and seek to continually improve operations to minimize their environmental effects. Staff should take note of relevant communications and attend mandatory training when required.

SMOKE FREE POLICY

All Health Board sites and premises and grounds are designated as smoke free areas. This policy applies to all staff, contractors/service providers, patients*, visitors and the public.

***Those patients staying in residential mental health units will be exempt under the Smoke-Free Premises (etc) Wales Regulations 2007.**

SAFEGUARDING ADULTS AND CHILDREN

Every employee of the Health Board, whatever their job, role, profession, status or place of work, paid or voluntary, has a responsibility for Safeguarding both adults and children. Staff must:

- Understand the nature of abuse and how children and adults might be at risk of harm and neglect.
- Understand their own safeguarding responsibilities and what actions they may need to take.
- Know where they can access local policies and procedures in relation to Safeguarding Children and Safeguarding Adults.
- Report allegations or suspicions of abuse to their line manager, including suspicions about a colleague or manager, irrespective of their status, profession or authority. This includes whistle-blowing
- Know how to make a Safeguarding referral to Social Services and/or the Police for both adults and children to report allegations or if they have concerns.
- Know what services, advice and support are available locally to vulnerable children and adults and how to access help needed.

INFECTION CONTROL

"The document Commitment to Purpose: Eliminating Preventable Healthcare Associated Infection: A Framework of actions for healthcare organisations in Wales stipulates that all staff must understand their responsibility and accountability for Infection Prevention & Control and the Health Board must be assured of this on an ongoing basis".

IP&C is the personal and individual responsibility of all Health Board staff. All staff have a responsibility to protect and safeguard patients, service users, visitors and employees against the risk of acquiring healthcare associated infections.

This responsibility includes being aware of the content of and consistently observing, Health Board Infection Prevention & Control Policies and procedures; and best practice guidance in order to maintain high standards of Infection Prevention & control.

GENERAL

The postholder needs to ensure they are familiar with their terms and conditions of service.