BRITISH TRANSPORT POLICE

JOB DESCRIPTION

APPENDIX C

Before completing this form, please read the BTP *'Guide to writing job descriptions for Police Staff roles'* Appendix B to the SOP.

A.   POST DETAILS:

Job Title:	IT Programme Manager	Current Grade:	
Department:	Technology	Area:	Force Headquarters
Reports To:	Head of Technology	No of Posts:	1
Level of vetting:	MV	Post Number(s):	A101259

B.   PURPOSE OF THE POST: *Why the post exists and what it has to achieve*

The identification, planning and coordination of a set of related projects within a programme of business change, to manage their interdependencies in support of specific business strategies and objectives. The maintenance of a strategic view over the set of projects, providing the framework for implementing business initiatives, or large-scale change, by conceiving, maintaining and communicating a vision of the outcome of the programme. (The vision, and the means of achieving it, may change as the programme progresses). Agreement of business requirements, and translation of requirements into operational plans. Determination, monitoring, and review of programme costs, operational budgets, staffing requirements, programme resources, inter-dependencies and programme risk.

C.   DIMENSIONS OF THE POST: *The key statistics associated with the post*

Financial – Direct or Non-Direct

Direct: Overall responsibility for managing the total IT programme budget amounting to £3m-£5m p.a. Indirect: responsibilty for establishing and maintaining good financial management disciplines and reporting practices for all projects within the programme.

Staff Responsibilities – Direct or Non-Direct

Direct: line managing both permanent and temporary project managers – between 4 and 10 people (numbers will flex to meet project demand) plus the Technical PMO which is currently being developed (a further 2 – 3 people). Indirect: matrix management of project team members (being responsible for delivery of output rather than line management) as part of the overall programme as and when required.

Any Other Statistical Data

D.   PRINCIPAL ACCOUNTABILITIES: *What the job is accountable for and required to deliver*

Skills Framework for the Information Age

The Skills Framework for the Information Age (SFIA) provides a common reference model for the identification of the skills needed to develop effective Information Systems (IS) making use of Information Communications Technologies (ICT).

Strategy and architecture									
Advice and guidance	0	1	2	3	4	5	6	7
Consultancy							☐	

Business change									
Business change implementation	0	1	2	3	4	5	6	7
Programme management							☐	
Project management							☐	
Portfolio, programme and project support						☐		
Business change management	0	1	2	3	4	5	6	7
Business analysis							☐	
Relationship management	0	1	2	3	4	5	6	7
Stakeholder relationship management							☐	

Strategy and architecture

Advice and guidance

Consultancy - Level 6: Initiate, influence:
- Manages provision of consultancy services, and/or management of a team of consultants.
- In own areas of expertise, provides advice and guidance to consultants and/or the client through involvement in the delivery of consultancy services.
- Engages with clients and maintains client relationships.
- Establishes agreements/contracts and manages completion and disengagement.

Business change

Business change implementation

Programme management - Level 6: Initiate, influence:
- Plans, directs, and co-ordinates activities to manage and implement a programme from contract /proposal initiation to final operational stage; plans, schedules, monitors, and reports on activities related to the programme.
- Ensures that programmes are managed to realise business benefits and that programme management is informed by an awareness of current technical developments.

Project management - Level 6: Initiate, influence:
- Takes full responsibility for the definition, documentation and successful completion of complex projects (typically greater than 12 months, with significant business, political, or high-profile impact, and high-risk dependencies), ensuring that realistic project, quality, change control and risk management processes are

maintained.

- Monitors and controls resources, revenue and capital costs against the project budget and manages expectations of all project stakeholders.

Portfolio, programme and project support - Level 5: Ensure, advise:

- Takes responsibility for the provision of portfolio, programme and project office services, either to a large project or to a number of projects within an organisation.
- Advises on the available standards, procedures, methods, tools and techniques.
- Evaluates project and/or programme performance and recommends changes where necessary.
- Contributes to reviews and audits of project and programme management to ensure conformance to standards.

Business change management

Business analysis - Level 6: Initiate, influence:

- Takes full responsibility for business analysis within a significant segment of an organisation where the advice given and decisions made will have a measurable impact on the profitability or effectiveness of the organisation.
- Establishes the contribution that technology can make to business objectives, defining strategies, validating and justifying business needs, conducting feasibility studies, producing high-level and detailed business models, preparing business cases, overseeing development and implementation of solutions, taking into account the implications of change on the organisation and all stakeholders.
- Guides senior management towards accepting change brought about through process and organisational change.

Relationship management

Stakeholder relationship management - Level 6: Initiate, influence:

- Supports business change, acting as a single point of contact for senior stakeholders, facilitating relationships between them.
- Ensures that stakeholders understand available IT services, and promotes financial and commercial awareness in order to deliver value-for-money.
- Conducts analysis of demand for services and influences stakeholders to ensure that the necessary investments are made to deliver required services.
- Negotiates at senior level on technical and commercial issues, to ensure that customers, suppliers and other stakeholders understand and agree what will meet their needs, and that appropriate service level agreements are defined.
- Oversees monitoring of relationships including lessons learned and appropriate feedback.
- Initiates improvement in services, products and systems.

E. **LEVELS OF RESPONSIBILITY:** *This is a SFIA Level 6 Role*
- Autonomy - Has defined authority and responsibility for a significant area of work, including technical, financial and quality aspects. Establishes organisational objectives and delegates responsibilities. Is accountable for actions and decisions taken by self and subordinates.
- Influence - Influences policy formation on the contribution of own specialism to business objectives. Influences a significant part of own organisation. Develops influential relationships with internal and external

customers/suppliers/partners at senior management level, including industry leaders. Makes decisions which impact the work of employing organisations, achievement of organisational objectives and financial performance.

- Complexity - Performs highly complex work activities covering technical, financial and quality aspects. Contributes to the formulation and implementation of IT strategy. Creatively applies a wide range of technical and/or management principles.

- Business Skills - Absorbs complex technical information and communicates effectively at all levels to both technical and non-technical audiences. Assesses and evaluates risk. Understands the implications of new technologies. Demonstrates clear leadership and the ability to influence and persuade. Has a broad understanding of all aspects of IT and deep understanding of own specialism(s). Understands and communicates the role and impact of IT in the employing organisation and promotes compliance with relevant legislation. Takes the initiative to keep both own and subordinates' skills up to date and to maintain an awareness of developments in the IT industry.

F.   CONTACT WITH OTHERS: *The frequent contacts the post holder has with others and for what purpose*

Internal

Contact with all levels internally including BTPA. Represent the Technology Department at Senior Management Meetings.

External

Contact with 3rd party suppliers, counterparts within Home Offices Forces' Technology Departments.

G.   REQUIREMENTS: *The skills, knowledge, experience, qualifications and training required to perform the job.*
Qualifications and Training:

Professional qualifications or significant business experience in Programme Management, for example MSP

Professional qualifications or significant business experience in Risk Management, for example MoR.

Professional qualifications or significant business experience in Change Management, for example APMG Change Management qualification.

Professional qualifications or significant business experience in IT Service Management, for example ITIL qualification.

Professional qualifications or significant business experience in Project Management, for example Prince2 qualification.

Educated to degree level or equivalent experience

Accredited to ITIL Foundation Level or higher

Experience:

Extensive experience of programme management including delivery of large scale, complex programmes comprising more than a single project. Extensive experience of contributing to the development of short, medium and long term business strategies. Extensive experience of writing strategic documents, complex business cases and presenting to senior stakeholders. Good experience of application development lifecycle. Good experience of infrastructure technologies. Good experience of IT service management. Ability to coach/mentor project managers in stakeholder engagement and supplier management techniques. Excellent communication and influencing skills. Experienced in delivering IT programmes in both traditional and agile environments.

Knowledge:

Detailed knowledge of the PRINCE Project Management Methodology, or a recognised equivalent, together with extensive knowledge of a recognised Programme Management methodology.
Good knowledge of emerging technologies and their applicability to the Force
Good knowledge of ITIL IT Service Management methodology or equivalent discipline

Skills:

BTP Framework

Business	0	1	2	3	4
Accountability				☐	
Customer Service				☐	
Decision Making					☐
Effective Communications					☐
Initiative					☐
Interpersonal Relationships				☐	
Negotiating				☐	
Team Management				☐	
Teamworking				☐	

Technical	0	1	2	3	4
MS Office Suite 2003 and 2010			☐		
MS Project 2003/2010				☐	
MS Visio			☐		
Preparation of Business Cases				☐	
Project Management methodology				☐	

Business

Accountability - Level 3: Extensive Experience
- Provides feedback on individual and team performance.
- Establishes with others criteria on which success will be measured.
- Focuses and guides others in achieving business results.
- Communicates the parameters of delegated responsibility and decision-making authority within the team.

Customer Service - Level 3: Extensive Experience

- Explores and addresses the unidentified, underlying and long-term customer needs.
- Enhances customer service delivery systems and processes.
- Anticipates customers upcoming needs and concerns.
- Advocates on behalf of customers to more senior management, identifying approaches that meet customers needs as well as those of the organisation.

Decision Making - Level 4: Subject matter depth and breadth

- Makes complex decisions for which there is no set procedure.
- Makes high-risk strategic decisions that have significant consequences.
- Draws sound, fact-based conclusions, particularly when under pressure or faced with ambiguity.
- Makes decisions in a volatile environment in which the weight given to any factor can change rapidly.

Effective Communications - Level 4: Subject matter depth and breadth

- Communicates complex issues clearly and credibly with widely varied audiences.
- Handles difficult on-the-spot questions (e.g. from senior executives, public officials, interest groups, or the media).
- Overcomes resistance and secures support for ideas or initiatives through high-impact communication.
- Communicates strategically to achieve specific objectives (e.g. considers optimal messaging and timing of communication).
- Uses varied communication vehicles and opportunities to promote dialogue and develop shared understanding and consensus.

Initiative - Level 4: Subject matter depth and breadth

- Perseveres in seeking solutions to complex issues despite significant and ongoing obstacles.
- Creates opportunities to undertake initiatives that will benefit the organisation in the near or intermediate term.
- Defines and addresses high-level challenges that have the potential to advance a field of study or sector.
- Anticipates long-term future (more than 2 years) opportunities and positions the organisation to take advantage of them.

Interpersonal Relationships - Level 3: Extensive Experience

- Diffuses confrontational situations; treats others with respect, patience, and consideration.
- Notices and accurately interprets what others are feeling, based on their word choices, voice tones, facial expressions and other nonverbal behaviour.
- Discusses subjects in a constructive manner, with all levels of staff.
- Demonstrates diplomacy by approaching others about sensitive issues in non-threatening ways.

Negotiating - Level 3: Extensive Experience

- Creates an open and constructive environment for negotiation and assures all parties that a fair solution will be attained.
- Persuades others to review their demands and change their original positions.
- Negotiates mutually acceptable agreements with all parties involved.
- Expresses ideas/solutions in an appropriate manner to over come resistance, complaints and frustration from others.

Team Management - Level 3: Extensive Experience

- Identifies and addresses gaps in team expertise.
- Resolves conflict among team members fairly and sensitively.

- Delegates authority to match responsibility, and holds staff accountable for agreed upon commitments.
- Coaches and supports staff in taking independent action.
- Delegates responsibility rather than taking charge or micro-managing when staff have the capability.

Teamworking - Level 3: Extensive Experience
- Listens to constructive feedback and incorporates suggestions to achieve collective objectives.
- Makes outstanding efforts to help other team members.
- Fosters team spirit.
- Ensures that all group members have an opportunity to contribute to group discussions.
- Helps build consensus among team members.

Technical

MS Office Suite 2003 and 2010 - Level 2: Working Experience

MS Project 2003/2010 - Level 3: Extensive Experience

MS Visio - Level 2: Working Experience

Preparation of Business Cases - Level 3: Extensive Experience

Project Management methodology - Level 3: Extensive Experience

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H.   AUTHORISATION DETAILS:

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Area Commander /FHQ HoD:	Paul Hollister	Date:	6 Nov 2014
Evaluation Panel:		Date:	13 Nov 2014

Appendix: Legend

High priority

Normal priority

Low priority