

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: Senior IT Project Manager

Current
Grade: C001

Department: Technology

Area: Force Headquarters

Reports To: IT Programme Manager

No of Posts: 1

Level of
vetting: MV

Post
Number(s): A100422

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

The management of projects, typically (but not exclusively) involving the development and implementation of business processes to meet identified business needs, acquiring and utilising the necessary resources and skills, within agreed parameters of cost, timescales, and quality.

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

Financial – Direct or Non-Direct

Direct: Responsibility for the IT elements of the project worth over £500k. Responsibility for the specification, asset management and licence renewal of specialist programme and project software worth £200k. Non-direct: responsible for providing best value advice and guidance for all project and portfolio management software expenditure.

Staff Responsibilities – Direct or Non-Direct

N/A

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).

Business change								
Business change implementation	0	1	2	3	4	5	6	7
Project management						<input type="checkbox"/>		
Portfolio, programme and project support						<input type="checkbox"/>		



Business change management	0	1	2	3	4	5	6	7
Change implementation planning and management								
Relationship management	0	1	2	3	4	5	6	7
Stakeholder relationship management								
Procurement and management support								
Supply management	0	1	2	3	4	5	6	7
Supplier relationship management								

Business change

Business change implementation

Project management - Level 5: Ensure, advise:

- Takes full responsibility for the definition, documentation and satisfactory completion of medium-scale projects (typically lasting 6-12 months, with direct business impact, teams of 3-5 and firm deadlines).
- Identifies, assesses and manages risks to the success of the project.
- Ensures that realistic project and quality plans are prepared and maintained and provides regular and accurate reports to stakeholders as appropriate.
- Ensures Quality reviews occur on schedule and according to procedure.
- Manages the change control procedure, and ensures that project deliverables are completed within planned cost, timescale and resource budgets, and are signed off.
- Provides effective leadership to the project team, and takes appropriate action where team performance deviates from agreed tolerances.

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

Change implementation planning and management - Level 5: Ensure, advise:

- Creates the business readiness plan, taking into consideration IT deployment, data migration, capability deployment (training and engagement activities) and any business activities required to integrate new processes or jobs into the "business as usual" environment.
- Determines the readiness levels of business users with regard to upcoming changes; uncovers readiness gaps and creates and implements action plans to close the gaps prior to going live.
- Assists the user community in the provision of transition support and change planning, and liaises with the project team.
- Monitors and reports progress on business readiness targets, business engagement activity, training design and deployment activities, key operational metrics and return to productivity measures.

- Defines the series and sequence of activities to bring stakeholders to the required level of commitment, prior to going live.

Relationship management

Stakeholder relationship management - Level 5: Ensure, advise:

- Develops and maintains one or more defined communication channels and/or stakeholder groups, acting as a single point of contact.
- Gathers information from the customer to understand their needs (demand management) and detailed requirements.
- Facilitates open communication and discussion between stakeholders, using feedback to assess and promote understanding of need for future changes in services, products and systems.
- Agrees changes to be made and the planning and implementation of change.
- Maintains contact with the customer and stakeholders throughout to ensure satisfaction.
- Captures and disseminates technical and business information.

Procurement and management support

Supply management

Supplier relationship management - Level 4: Enable:

- Collects performance data and investigates problems.
- Monitors and reports on supplier performance, customer satisfaction, and market intelligence.
- Resolves or escalates problems.
- Implements supplier service improvement actions and programmes.
- Monitors performance.

E. LEVELS OF RESPONSIBILITY: *This is a SFIA Level 5 Role*

- **Autonomy** - Works under broad direction. Work is often self-initiated. Is fully accountable for meeting allocated technical and/or project/supervisory objectives. Establishes milestones and has a significant role in the delegation of responsibilities.
- **Influence** - Influences organisation, customers, suppliers, partners and peers on the contribution of own specialism. Builds appropriate and effective business relationships. Makes decisions which impact the success of assigned projects i.e. results, deadlines and budget. Has significant influence over the allocation and management of resources appropriate to given assignments.
- **Complexity** - Performs an extensive range and variety of complex technical and/or professional work activities. Undertakes work which requires the application of fundamental principles in a wide and often unpredictable range of contexts. Understands the relationship between own specialism and wider customer/organisational requirements.
- **Business Skills** - Advises on the available standards, methods, tools and applications relevant to own specialism and can make appropriate choices from alternatives. Analyses, designs, plans, executes and evaluates work to time, cost and quality targets. Assesses and evaluates risk. Communicates effectively, both formally and informally. Demonstrates leadership. Facilitates collaboration between stakeholders who have diverse objectives. Understands the relevance of own area of responsibility/specialism to the employing organisation. Takes customer requirements into account when making proposals. Takes initiative to keep skills up to date. Mentors colleagues. Maintains an awareness of developments in the industry. Analyses requirements and advises on scope and options for continuous operational improvement. Demonstrates creativity and innovation in applying solutions for

the benefit of the customer/stakeholder. Takes account of relevant legislation.

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

Internal

Contact with all levels internally including customers and colleagues.

External

Contact with 3rd party suppliers and counterparts within Home Office Forces' Technology Departments.

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

Qualifications and Training:

Educated to degree level or equivalent experience

Accredited to ITIL Foundation Level or higher

Experience:

Extensive experience of managing programmes of work and providing reports and KPIs to senior stakeholders.

Extensive experience of planning and leading medium to large sized technology or estates projects in a demanding 24x7 environment using established project management methodologies (preferably Prince 2). Extensive experience of developing and managing customer relationships.

Knowledge:

Good knowledge of ITIL IT Service Management methodology or equivalent discipline

Good knowledge of the PRINCE Project Management methodology or a recognised equivalent.

Skills:

BTP Framework

Business	0	1	2	3	4
Accountability				<input type="checkbox"/>	
Customer Service				<input type="checkbox"/>	
Decision Making				<input type="checkbox"/>	
Effective Communications				<input type="checkbox"/>	
Influencing Others				<input type="checkbox"/>	
Initiative				<input type="checkbox"/>	
Interpersonal Relationships				<input type="checkbox"/>	
Leadership				<input type="checkbox"/>	



Negotiating				<input type="checkbox"/>	
Planning and Organising				<input type="checkbox"/>	
Team Management				<input type="checkbox"/>	
Teamworking				<input type="checkbox"/>	
Technical	0	1	2	3	4
ITIL Practitioner				<input type="checkbox"/>	
MS Project 2003/2010				<input type="checkbox"/>	
Preparation of Business Cases				<input type="checkbox"/>	
Preparation of Technical Documentation				<input type="checkbox"/>	
Prince 2 methodology				<input type="checkbox"/>	

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 3: Extensive Experience

- Considers the costs, benefits, risks, and chances for success, when making a decision.
- Seeks information about alternatives and chooses an option that meets a goal, solves a problem or avoids a risk.
- Approaches a complex task or problem by breaking it down into parts and considers each part in detail.
- Applies guidelines and procedures that leave considerable room for discretion and interpretation.
- Makes decisions by weighing several factors, some of which are partially defined and entail missing pieces of critical information.
- As needed, involves the right people in the decision making process.
- Balances competing priorities in reaching decisions.

Effective Communications - Level 3: Extensive Experience

- Tailors communication (e.g. content, style and medium) to diverse audiences.
- Utilises skill in presenting information, analysis, ideas and positions in a clear, succinct, accurate, convincing manner, as is appropriate with the audience.

- Reads cues from diverse listeners to assess when and how to change planned communication approach to effectively deliver message.
- Communicates equally effectively with all organisational levels.
- Understands others complex or underlying needs, motivations, emotions or concerns and communicates effectively despite the sensitivity of the situation.

Influencing Others - Level 3: Extensive Experience

- Builds on successful organisational initiatives to gain support for ideas.
- Anticipates and builds on others reactions to keep momentum and support for an approach.
- Makes multiple, tailored efforts to persuade (e.g. one-to-one and group discussions, presentations, demonstrations).
- Builds behind the scenes support for initiatives.

Initiative - Level 3: Extensive Experience

- Maintains a level of energy and work activity to achieve goals.
- Actively seeks and identifies opportunities to contribute to and achieve goals.
- Suggests ways to achieve better results or add value beyond the current situation.
- Perseveres in seeking opportunities to advance organisational objectives in the near term.
- Identifies and acts on opportunities to improve organisational processes or outcomes.

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.

Leadership - Level 3: Extensive Experience

- Empowers others to develop their own ways of working and make their own decisions within agreed boundaries.
- Engages people within their area of responsibility in defining its direction and committing their energies and expertise to achieving the required results.
- Monitors the activities and progress of people in their area without interfering.
- Provides people support and advice when they need it especially during periods of setback and change.
- Steers their area successfully through difficulties and challenges.

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 overcome resistance, complaints and frustration from others.

Planning and Organising - Level 3: Extensive Experience

- Identifies varied resources needed (e.g. different types of expenditures; different skill mixes).
- Produces realistic and achievable work plans.
- Develops back-up plans to handle potential obstacles.
- Breaks activities into smaller components to facilitate completion.

- Renegotiates commitments or deadlines as circumstances dictate, ensuring no surprises at the expected completion.
- Evaluates the extent to which objectives have been achieved.

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

ITIL Practitioner - Level 3: Extensive Experience

MS Project 2003/2010 - Level 3: Extensive Experience

Preparation of Business Cases - Level 3: Extensive Experience

Preparation of Technical Documentation - Level 3: Extensive Experience

Prince 2 methodology - Level 3: Extensive Experience

H. AUTHORISATION DETAILS:

Prepared By:	Ben Hedges (Lexonis)	Date:	20 Dec 2013
Area Commander /FHQ	Paul Hollister	Date:	18 Feb 2015
HoD:		Date:	13 Nov 2014
Evaluation Panel:		Date:	

Appendix: Legend

- ☐ High priority
- ☐ Normal priority
- ☐ Low priority