

Job Description



Job Title	IT & Business Change Project Manager
Reports to	Programme Manager
Grade	Grade 10
Date	June 2016

1. Job Purpose

To support the organisation in the creation and achievement of the YPO 3-year strategy and beyond, through the successful identification, design and management of projects. This key role supports project delivery by turning strategy into deliverables to achieve business benefits.

The role will manage and deliver a range of projects upto 15-20 within the programme/portfolio. Following the YPO Prince2 framework from initiation to implementation to post project reviews. Day to day management of project teams, stakeholder's engagement, creation of workpackages, communication plans, escalating where appropriate and budget management throughout each of the projects.

To support and advise on project management for a variety of different projects across the organisation from beginning to end e.g tools and techniques. To contribute to efficiency improvements within each project and assess how current processes can be improved to increase the success of the project. To ensure that all projects within the programme and throughout the organisation are planned effectively and well executed, using consistent project management methodology and consistency of tools.

To advise on and deliver to the Business Change and programme governance functionality for the programme, ensuring all projects are delivering and adhering to the project management process. Providing Programme Manager support cover where appropriate. Therefore, ensuring a close working relationship with the business analysts, project teams and the core business functions.

To create, present, manage, analyse and support the portfolio Business Planning process through assisting the Board and Senior Leadership Team (SLT) in recognising areas for improvement within the Organisation in conjunction with the portfolio business change approach, to identify and support the implementation of necessary changes to enable the business to perform to its optimum ability. This change can be complex in terms of both technical knowledge and delivery of process and people change projects

To create, coordinate and lead Project Based Planning and technical Workshops with internal and external resource, ensuring all outputs are analysed and delivered within the portfolio and programme planning process.

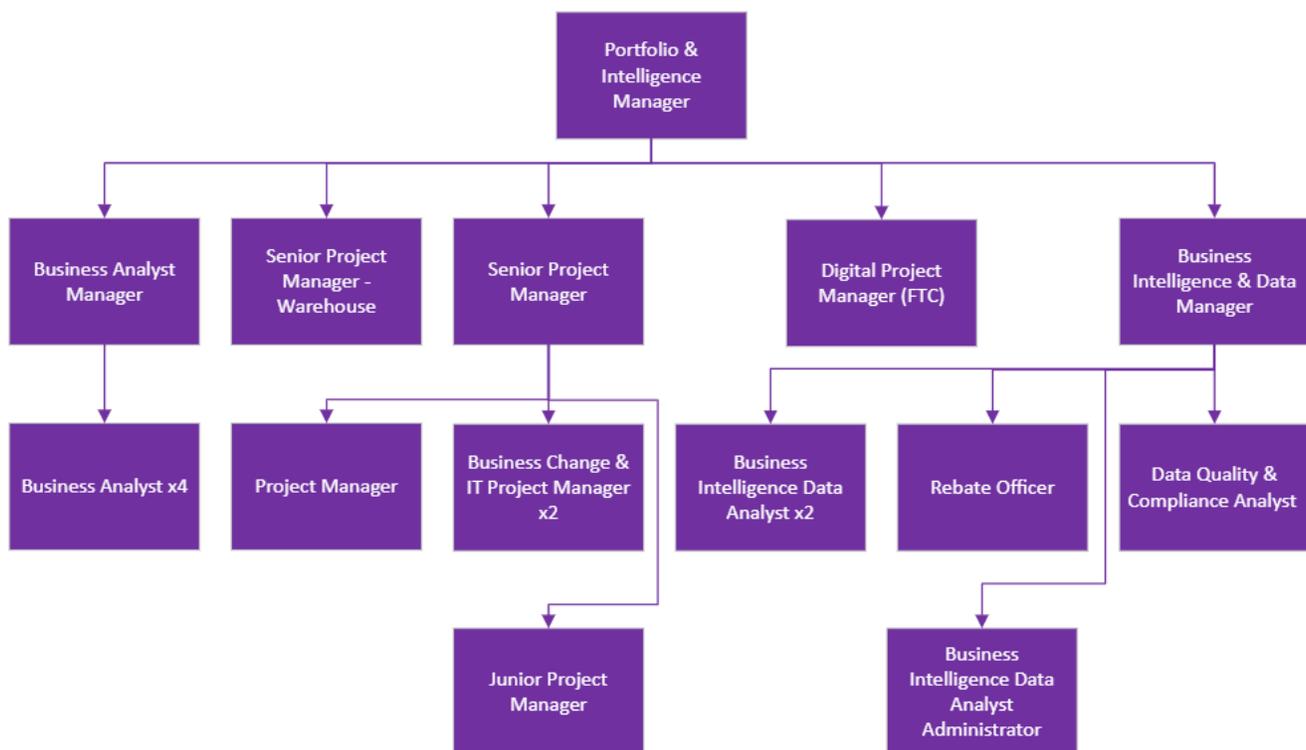
To proactively challenge the performance of current IT systems and processes, and lead on the

provision of solutions and the implementation of improvements to YPO's end-to-end processes, working closely with external contractors, IT suppliers, Procurement the Board of Directors and Senior Management Team.

To provide advice and guidance to the Board of Directors, the Senior Management Team, Programme Managers, IT Specialists and other key stakeholders on the use of project planning methodology, progress, risks, issues and business strategy methodology to improve operational performance and service delivery to the customer and drive maximum performance and efficiency. To promote and develop the IT and Business Change Unit as a key aid to business problem solving and leading edge improvement and to play a critical role in business decision making.

To manage key working relationships with the external business partners.

2. Organisational Structure



3. Dimensions

- Effective technical project management design, delivery and support across the whole organisation and programme
- Ensure the focus of project management on high importance and cross-functional relevant projects
- Provide effective project management leadership to deliver a consolidated programme ensuring planning, tracking and reporting processes are in place, applying change management tools such as systems thinking to identify, monitor and track interdependencies

- Support the senior leadership team (Board of Directors and Management Team) in the delivery of objectives within the 3 Year Strategy,
- Ensuring a close working relationship with the business and external suppliers, to support in the generation and maintenance of all programme related activity ensuring a single approach to projects
- Full understanding of the entire organisation to include technical knowledge of systems and operational requirements

4. Principle Accountabilities

Manage a range of projects utilising YPO's tailored Prince2 Project Management methodology on a range of projects upto 15-20 per annum. Including with budget reporting responsibilities upto £100k per project. Have an active contribution delivering projects with programme budgets upto £2m.

To provide effective project guidance for all projects within the programme and across YPO to meet the needs of the business over the short, medium and long term. Ensuring consolidated programme project tools and implementation monitoring to ensure all projects are effectively executed as per the programme plan.

To support IT and Business Change in the creation and implementation of all programme management strategies and project documentation and tools.

To design, manage and coordinate , project based planning days, progress meetings, focus groups and workshops; analysing and triangulating the gathered evidence – turning this into tangible delivery plans, presentations and reports for a wide range of stakeholders including the Board, Partners and customers..

Offer Project advocacy and consultancy support to the whole of YPO at all levels within the organisation to ensure key milestones on the project plans are being achieved, challenging appropriately where necessary, attending key meetings, providing project advise, monitoring and reporting where necessary. To support on the delivery plans and tools defined in support of the programme and advise the sponsors where necessary. Ensuring the projects are adhering to process and reporting accurate information.

To manage key working relationships with the internal and external business partners & customers where applicable.

To understand and follow the YPO procurement process, create the tenders, engage the relevant internal and external stakeholders ensuring all activities follow the project plan. With overall accountability of the successful production of the relevant tender.

To work collaboratively with colleagues to ensure that the function operates consistently and effectively in the implementation and application of all departmental procedures and policies.

To keep up to date with information, training and development opportunities appropriate to maintaining and developing professional service standards. This includes technical developments relating to IT, change, creativity and statutory policy

Ensuring that services are delivered in line with relevant legislation, YPO objectives and policies

including those relating to equality and diversity, customer care and health and safety.

To undertake such other duties as may be required from time to time that reasonably fall within the scope and grade of the post.

5. Planning and Organising

Accountable for the whole Project planning process from initiation through to implementation and post project reviews. Organising project teams, stakeholders engagement and creating the relevant work packages in accordance with the project scope. Ensuring activity throughout the project is following the agreed implementation plans and escalating where appropriate.

Have a significant understanding of the YPO procurement regulations, organising and managing the relevant stakeholders where appropriate throughout all procurement activities. Ensuring a project plan is created and the activity follows the relevant project plan and is escalated where appropriate. Including the creation of the relevant tender documents and the engagement of external suppliers,

Collation and presentation of communications where appropriate to highlight to progress of the portfolio and programme planning process and its performance.

Organise and lead workshops, planning days and conferences in accordance to the project plan within the business planning process.

Support extensive planning and performance review meetings with senior management to understand and improve overall business performance.

Successful management of all project costs associated to project budget. Through the central coordination of the project budget in association with the Assistant Management Accountant, Programme Manager and Senior Managers.

Matrix manage project teams in the coordination of the YPO way of managing projects, ensuring a consistent approach to project management methodology is occurring across the programme, through the correct project governance structure.

Control process capture and review plans for all improvement / transformation tasks and ensure these are reflected in the project plans and communicated to all relevant parties.

Extensive Internal project tracking for all business areas to build effective procedures and ensure all projects are progressing effectively as per the YPO way of managing projects.

Support the Risk, Audit and Assurance Officer in the coordination of an effective Risk management process throughout the programme. Identifying where appropriate where risks should be escalated to the strategic risk register (as identified within the Risk Management Strategy).

Support the coordination and management of the financial aspects of the projects and programme with the Assistant Management Accountant. Including monthly budget meetings to understand if the project budget is on track and/or accounting for any issues. Managing project budgets and raising WE's were appropriate..

Identify, establish and maintain relationships with key stakeholders at all levels, internal and external involved and communicate to relevant parties so that they are fully aware of their accountabilities and responsibilities with regards to the projects being worked on

6. Decision Making

Support the board and the SLT in the creation of organisation decisions regarding highlighting and prioritising delivery of key projects in line with the 3 Year Strategy cycle. Making recommendations of how the projects linked to the overall strategy should be developed and how they should be progressed going forward.

The continued enhancement of YPO's Project management methodology to provide a consistent and integrated approach to projects across the organisation.

Making recommendation and decisions on the support of project planning and timeline requirements to meet defined YPO Business Plan and overall Governance objectives.

Decisions on potential issues and barriers identified through project analysis, business plan analysis and detailed project monitoring.

Support the decisions on the risk register development for the integrated programme including relevant to the overall YPO strategic risk register and possible escalation.

Support project budget decision in terms of how projects are progressing in accordance to the projected budget.

Support the SLT in the decision making process regarding investment requests highlighted in the annual business planning process and how they should be progressed from a project perspective.

Decisions on when to challenge internally, including senior management, and when to escalate issues that would prevent progress being made effectively.

Decisions on what messages need to be delivered during the change process and to whom

Challenge stakeholders and make recommendations where appropriate and escalate utilising the project/programme methodology

7. Internal and External Relationships

Internal

Head of IT and Business Change, IT Manager, IT Specialists, Business Analysts, Head of Finance , Risk Audit and Assurance Manager, Assistant Management Accountant, Programme Manager, Project Managers, , Board of Directors, Senior Management Team, Communications Manager and all project stakeholders

External

External suppliers (depending on the project), , Institute of Customer Service

8. Knowledge, Skills and Experience

Area	Essential	Desirable	Assessment
Knowledge			
PRINCE2 qualification or other industry recognised	X		Application

qualification			
Knowledge of application of good practice project management techniques (PRINCE2)	X		Application & interview
Academic and practical understanding of business change and strategic planning	X		Application & interview
A good understanding of software development, infrastructure & application implementation and migration	X		Application & interview
Full knowledge of the Business Analyst role and experience of working with Business Analysts	X		Application
Understanding and ability to tailor project approach to more agile ways of working where appropriate	X		Interview
Identify, control and manage unexpected challenges and issues and instill confidence within the project teams	X		Interview
Understanding of planning projects to realise benefits and ensure stakeholder engagement	X		Application
Understanding of portfolio management and systems thinking		X	Application
Overall understanding of YPOs business operations or understanding of a complex organisation		X	Interview
Skills			
Ability to plan for and track business benefits		X	Application
Ability to work with team members that are undergoing departmental change and restructure	X		Application
Extensive planning and organisational skills in a complex structure with many interdependencies	X		Application

Ability to mentor and support other colleagues in YPO in relation to project management	X		Interview
Ability to direct and influence key stakeholders to enable project delivery and adoption of new ways of working	X		Interview
Excellent communication and presentational skills, with the ability to communicate ideas, issues, technical systems, processes and procedures successfully at all levels to a variety of audiences using different mediums	X		Interview
Ability and knowledge to understand and analyse complex technical and project issues and provide options to enable project delivery within tolerance and scope, driving the project teams to produce realistic timelines through collaboration and team work.	X		Interview
Excellent experience and skills in the use of the Microsoft (MS) programs including: SharePoint, Project, Excel, Word, PowerPoint and other Programme & Project Management type tools.	X		Application
Experience			
Sound track record of delivering varying projects in a dynamic organisation	X		Application
Demonstrable project management experience	X		Application
Experience of leading and managing project teams in a matrix style from (2-5 staff)	X		Application
Experience in managing and overcoming resistance to change	X		Application
Experience in managing project budgets up to £100K	X		Application & interview
Experience in managing a portfolio of projects	X		Application

simultaneously			& interview
Educated to degree level or equivalent experience in an appropriate subject area	X		Application
Experience of working with a Programme Office type function	X		Application
Enhance the potential of others by coaching and mentoring as appropriate	X		Application & interview
Proven track record of successful delivery of business change/strategy projects and IT projects	X		Application
Experience of working with leaders to design, articulate and set corporate strategy, KPIs, SLAs and SOPs	X		Application & interview

9. Special Features

Portfolio, Programme and Project management understanding
 Process mapping development
 Business planning knowledge and experience
 System thinking methodology
 Technical IT Knowledge

Jobholder Signature:

Manager Signature:

Date: