

Job profile

Service and job specific context statement

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| Directorate: | Central Services |
| Service: | Technology & Change |
| Post title: | Senior Programme and Service Management (PMO/SMO) Officer |
| Grade: | N |
| Responsible to: | Head of Technology Solutions |
| Staff managed: | Manages a team of specialist professionals |
| Date of issue: | December 2020 |
| Job family: | P&T - Professional & Technical P&T - Professional & Technical |

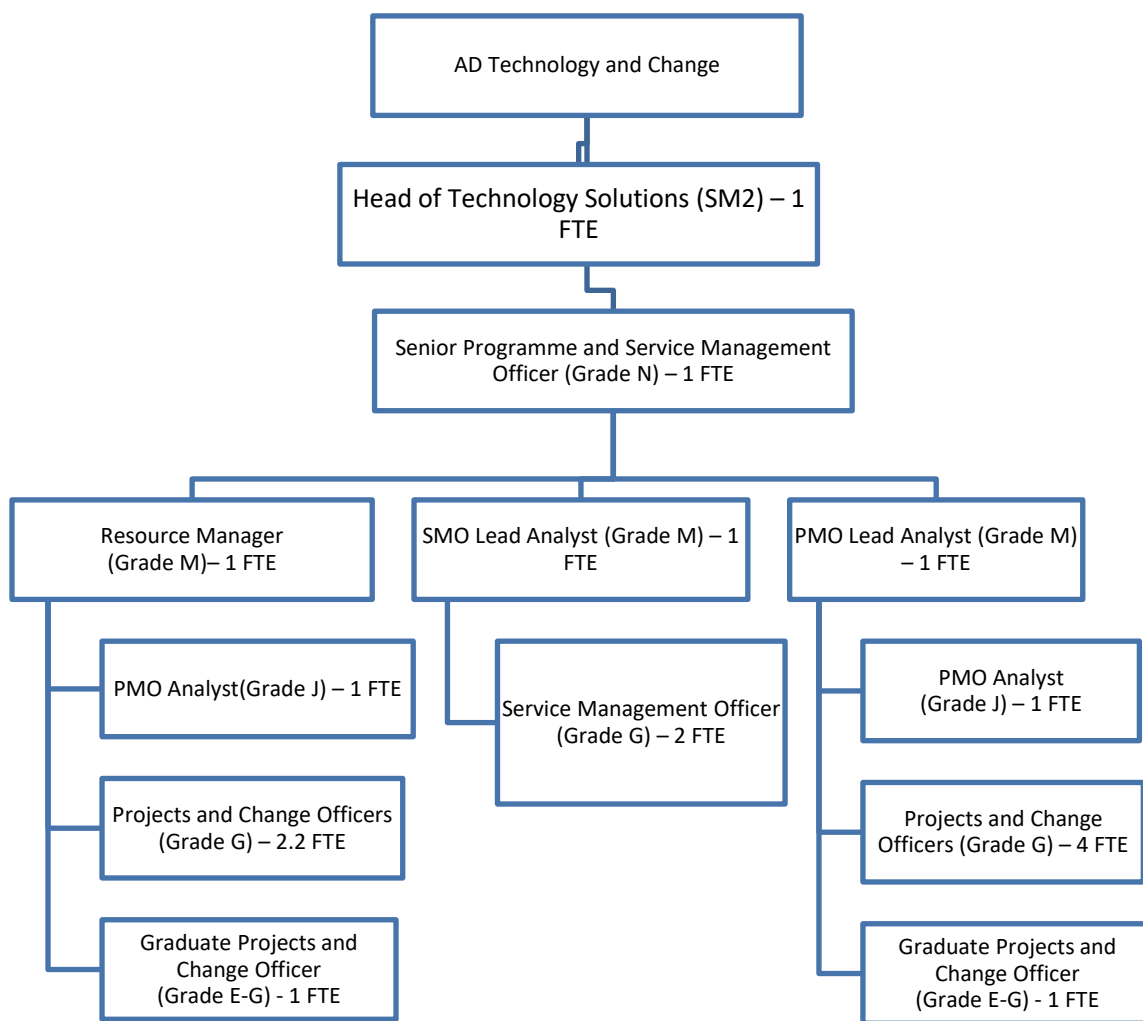
Job context

- This post is based within Technology and Change. This service provides ICT, digital, change management and customer services across the council and increasingly to external organisations. T&C implements a range of technical ICT solutions and business improvement projects many of which are complex in nature. The current customer base is approximately 7000 NYCC staff.
 - A key strategic priority for T&C is the implementation and continuous improvement of a service management system to ensure delivery of efficient and effective T&C services. The service management system includes policies, processes, tools and supporting procedures that are used to operate and control T&C services provided to customers. It also provides a robust mechanism for the identification, design, development and implementation of new and changed T&C services.
 - The portfolio management office (PMO) provides oversight and control of the change programme, much of which involves technology as a key driver to improvements in operational service delivery and the user experience. The PMO works closely with project management, business change and other resources in T&C, as well as managers and staff within service areas to ensure the effective delivery of programmes and projects
 - The post holder will manage operational budgets of circa £600k covering the following areas:
 - Service Management - provides oversight of the definition and architecture of T&C services and ensures effective governance is in place for implementing, maintaining and improving IT services and service delivery standards. Leads on the achievement and maintenance of compliance against national and international standards, including ISO20000.
 - Portfolio Management – Management of the organisation's portfolio delivery plan ensuring that change initiatives are strategically aligned and prioritised and that dependencies, risks and benefits are managed effectively. Provides oversight and decision-enabling support for all business change within the organisation. Ensures effective governance is in place for the management of change and provides a centre of excellence for programme and project management standards.
 - Resource Management - ensures that T&C resource capacity and skills to meet current and future service requirements, and organisational capacity to deliver prioritised change initiatives, are identified, understood and addressed.
 - The post holder will also monitor allocated change portfolio budgets of circa £2m ensuring that spend is aligned with agreed priorities
- The post holder will take a lead on ensuring that service management and portfolio management practices are aligned and that together they support the organisation to manage change effectively. This role will also have responsibility for ensuring a joined up approach to service management across all T&C functions.

The post will be based at County Hall, Northallerton.

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Structure



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| Job Description | <p>The core focus of this job is to:</p> <ul style="list-style-type: none"> • Set, maintain and promote portfolio and Service standards to ensure a professional, consistent and proportionate approach to managing projects and programmes, and service across the T&C and where appropriate the organisation and support continuous development and improvement. • Ensure, via quality and organisational assurance, that projects and programmes, and services are managed appropriately and robustly within the standards we have set and provide a clear audit trail for accountability <p>Line management and day to day management of the PMO and SMO supporting team.</p> |
| Strategic management | <ul style="list-style-type: none"> • Lead on the implementation of the service management strategy and associated policies working with appropriate service owners and service managers • Lead the definition, implementation and review of NYCC's portfolio management framework. • Lead on the maintenance of compliance against national and international standards, including ISO20000 • Personally and through team members, deliver the targets set down in the service and team plans, monitoring and addressing under performance. |
| Operational management | <p>Portfolio, Programme and Project Support</p> <ul style="list-style-type: none"> • Takes responsibility for the provision of portfolio, programme and project support • Supports the definition of the portfolio of programmes and projects. • Ensures that programme/project leads and/or service owners adhere to the agreed management approach and timetable and that they provide the appropriate information to agreed targets of timelines and accuracy. • Plans, schedules, monitors and reports on activities related to the service. • Collects, summarises and reports on KPIs often through the deployment of business management processes and systems. • Identifies issues with portfolio structure, cost, risk, inter-dependencies, impact on current business activities and the strategic benefits to be realised. Notifies projects/programmes/change initiatives of issues, recommends, and monitors corrective action. • Understand and appreciate the complexity of the working environment and ensure that solutions are practical, workable and conducive to the context. • Sets and advises on the available standards, procedures, methods, tools and techniques. • Evaluates project and/or programme performance and recommends changes where necessary. • Takes responsibility for reviews and audits of project and programme management to ensure conformance to standards. <p><u>Service Management</u></p> <ul style="list-style-type: none"> • Lead the development and implementation of a service portfolio and service catalogue. |

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- Lead and influence service owners to ensure that services are fully defined and that appropriate service levels are agreed
- Steer process owners and managers in the definition and operation of key processes ensuring that they are consistent, joined up, efficient and effective
- Work with service owners and managers to ensure that agreed processes are adopted and that service delivery staff are properly prepared for any changes in working practices
- Ensure that there is a monitoring regime in place that allows the measurement and proactive management of service quality and performance
- Prioritise areas for quality improvement in line with T&C strategy, wider business objectives, results from internal and external audits, and advice from colleagues.
- Implement effective service management governance arrangements supported by effective reporting
- Set standards and engender a culture which drives continuous improvement in quality and customer satisfaction, balancing this with operational/cost efficiency

Quality Assurance

- Plan and resource periodic quality assurance audits.
- Conduct and/or manage audits of quality requirements, and analyse audit results, to ensure appropriate quality standards and operational definitions are in place.
- Prepare and deliver formal audit reports.
- Provide an independent quality assurance role on projects and programmes as appropriate.
- Take responsibility for the control, update and distribution of portfolio quality standards, and advise on their use.

Benefits Management

- Identifies specific measures and mechanisms by which benefits can be measured across all initiatives, and plans to activate these mechanisms at the required time.
- Monitors overall benefits against what was predicted and ensure that all participants are informed and involved throughout and fully prepared to exploit new operational business environments once it is in place.
- Works with senior people responsible for the line business operation, to ensure maximum improvements are made in the business operations as groups of projects and programmes deliver their products into operational use.
- Maintains the business case for funding the change programme, including financial management of the resource funding budget for the programme.

Performance Management

- Manages individuals and groups. Provides support and guidance as required, in line with individuals' abilities.
- Allocates responsibilities and/or packages of work.
- Advises individuals on career paths, and encourages pro-active development of skills and capabilities.
- Sets performance targets, and monitors progress against agreed quality and performance criteria. Provides effective feedback, throughout the performance management cycle, to ensure optimum performance.

Communications

- Act as a recognised specialist in the fields of portfolio management and service management, working with senior managers and staff across the organisation to provide professional advice and guidance as required, including providing training on standards and process.

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| | <ul style="list-style-type: none"> • Ensure timely and appropriate communication and engagement with key stakeholders, practitioners and professionals, building strong working relationships to inspire confidence and support and ensure required outcomes are achieved. • Provide professional challenge, manage complex conflict situations effectively, and pro-actively seek to be creative in developing solutions. • Successfully build strong working relationships at a strategic level to inspire confidence and support. Engage and influence senior managers to support portfolio delivery. • Represent North Yorkshire County Council as required with internal and external customers. |
| Partnership / corporate working | <ul style="list-style-type: none"> • Ensure that implementation activities are aligned, where appropriate, with other changes taking place across the organisation, enabling effective balance between change and business as usual. • Work with colleagues across corporate functions, directorates and partner agencies to ensure effective delivery. • Collaborate with partners and external organisations as appropriate to ensure best practice is followed. As appropriate participate in external assurance reviews for partner organisations. |
| Resource management | <ul style="list-style-type: none"> • Lead the definition, implementation and review of efficient and effective resource management practices for T&C and the organisation's change portfolio • Ensure that T&C resource capacity and skills to meet current and future service requirements are identified, understood and addressed • Ensure that organisational capacity requirements to deliver prioritised change initiatives are identified and understood and that this informs prioritisation and scheduling of changes • Manage the SMO and PMO teams ensuring that service management and portfolio management practices are efficient and effective and make a tangible difference to the delivery of change and management of operational services • Be responsible as the budget holder for resources in respect of allocated budgets within the Council's scheme of delegation of financial responsibility. • Monitor allocated change portfolio budgets ensuring that budget is allocated according to agreed priorities • Provide leadership, management and direction to staff of the SMO/PMO service through the establishment and promotion of service and individual objectives, service performance plans, priority setting, reviews and performance appraisal. • Develop and maintain an innovative and responsive approach to the management of resources having regard to the need for economy, efficiency and effectiveness. • Undertake financial management relating to the PMO SMO team, including management of the team budget (approx. £600k) and the budget to support the 2020 Change Programme (approx. £2m). |
| Systems and information | <ul style="list-style-type: none"> • Lead on the identification, implementation and use of service management tools and applications including a CMDB (configuration management database) • Ensure that service management and portfolio management systems and processes are consistent with the Council standards and procedures. • Use relevant IT systems and tools to support the management, delivery and development of services, ensuring records are accurate and current. • Ensure government guidance and legislation are interpreted appropriately and are adhered to in a manner consistent with good practice. |

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Person Specification

| Essential upon appointment | Desirable on appointment |
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| Knowledge <ul style="list-style-type: none"> Significant knowledge of current good practice standards both at local and national level in relation to the business of the service. Excellent understanding and practical application of portfolio management methodologies. Good understanding and practical application of programme, project and change management methodologies, standards and best practice. Knowledge and understanding of HR policies and procedures relating to organisational change. Good understanding and practical application of internal assurance, gateway/stage review techniques and processes. Understanding of service management methodologies, tools and techniques such as ITIL understanding of quality management systems, e.g. ISO20000 Knowledge of statutory requirements, including equality standards Knowledge of effective management of staff, budgets and resources. | <ul style="list-style-type: none"> Knowledge of working with P3O or similar structured methodologies. Knowledge and understanding of local authority policies, procedures and relevant legislation Understanding of service management methodologies, tools and techniques such as ITIL |
| Experience <ul style="list-style-type: none"> Significant experience of leading a PMO or service management function in a fast paced, multi-disciplinary environment Experience in a project or programme environment and of complex project or programme delivery. Experience of operating at a senior level to identify cross-service and cross-partner change opportunities. Evidence of working with senior management teams and other stakeholders. Experience of effective resource planning and management for a complex change portfolio Experience in negotiating and resolving conflicts Experience and understanding of techniques to keep stakeholders informed and engaged. Experience of leading quality assurance activities following a methodology where potential savings or efficiencies are in excess of £1m pa. Experience of working with senior management teams to objectively challenge established ways of working to ensure quality standards are met. Experience of implementing quality assurance standards and processes, and leading quality/internal assurance gateway or stage reviews. | <ul style="list-style-type: none"> Local government or similar experience. Coaching/mentoring experience. Experience of successful partnership working Successful management of budgets and staff |
| Occupational Skills <ul style="list-style-type: none"> Portfolio Management - Ability to oversee quality of a strategic change portfolio. Persuading, Influencing and Negotiation Skills – Ability to confidently use persuasion, influencing, and/or negotiation techniques to influence others in difficult situations. Problem Solving - Use of creativity and innovation to work with senior stakeholders to generate solutions for difficult issues. | |

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| <ul style="list-style-type: none"> • Analytical Skills - Ability to break information into component parts to identify trends and projections. Ability to pin point key information from large amounts of complex data to influence well-reasoned conclusions. • Decision Making Skills - Ability to make effective decisions and sound professional judgements and be accountable for those decisions and judgements. • Workload Management - Ability to plan, manage and report on work required to undertake complex quality assurance and portfolio management work. • Interpersonal and Communication Skills - Demonstrably strong interpersonal skills. Ability to communicate with stakeholders all levels of the organisation including directors and members. Ability to present high level, complex information in an appropriate format. • ICT Skills – Good level of ICT skills across a range of office packages. • Management skills- ability to manage, supervise and support a diverse range of staff. Ability to set targets, manage performance and appraise staff. • Ability to analyse complex data and to influence well-reasoned conclusions | |
| <p>Professional Qualifications/Training/Registrations required by law, and/or essential for the performance of the role</p> <ul style="list-style-type: none"> • Qualification or equivalent experience relevant to the context of the role (portfolio management). • Educated to degree level or equivalent experience. • Evidence of on-going commitment to CPD. • Additional relevant professional qualifications in portfolio management or demonstrable equivalent experience (e.g. P3O Foundation) • Additional internal assurance review qualification or experience of using/implementing a structured gateway/stage review process. | <ul style="list-style-type: none"> • Professionally qualified in the specialist area, e.g. advanced service management practitioner (e.g. ITIL practitioner), Management of Portfolios (MoP) or Portfolio, Programme and Projects Office (P3O) practitioner or equivalent experience |
| <p>Other Requirements</p> <ul style="list-style-type: none"> • Ability to travel across the County • Ability to attend meetings outside of normal business hours | |
| <p>Behaviours</p> | <p>Link</p> |

NB – Assessment criteria for recruitment will be notified separately.

Optional - Statement for recruitment purposes: You should use this information to make the best of your application by identifying some specific pieces of work you may have undertaken in any of these areas. You will be tested in some or all of the skill specific areas over the course of the selection process.