Nottinghamshire County Council

Title: ICT Project Manager	Department: Chief Executive's	Post Ref:

Job Purpose:

- To project manage ICT and business change projects to the required standard of quality and within the specified constraints of time and cost in order to deliver tangible service and business improvements in line with, and contributing to, Nottinghamshire County Council's strategic aims and objectives.

- To contribute to the development and delivery of the ICT strategy and business plan

Key Responsibilities

1. Personally and through team members to deliver the targets set down in the service and team plans.

2. To resolve any project delivery issues within available resources.

3. To improve the performance of staff under his/her matrix management by maintaining communication with staff and providing the appropriate support and guidance.

4. To improve customer satisfaction levels for his/her service.

5. To act as a professional exemplar at all times.

6. Support the management and delivery of ICT capital and revenue funded programmes, national ICT programmes, ICT policies and related targets.

Key Accountabilities

1. To the project sponsor and board for delivering the project outputs on time, within budget and to the required standards.
2. To the project sponsor and board for the day to day management of the overall project.
3. To the project sponsor and board for the day to day management of the project team (typically 5 to 15 staff).
4. To the project sponsor and board for the day to day management of the project budget (typically £250k-£999k in value).
5. To the ICT Project Management Office manager for accurate and timely monthly reports and updates on project progress.
6. To the ICT Management Team, PMO Manager and Resource Manager for accurate and timely weekly reports, updates on project and sprint progress together with resource utilisation and burn rates

7. To work with the business and ICT colleagues to identify and develop a robust business case for each project managed where required.
8. To fully scope the project and design the delivery framework and project methodology to suit each type and complexity of project and service environment (Agile, PRINCE2, Change Management approach etc.); including the most effective ways of engaging and involving staff in the change process.
9. Ensure that the project roles and responsibilities are clearly defined and understood by the project board and team members.
10. To identify clearly defined objectives, deliverables and outcomes within projects ensuring that, through a structured benefits management and realisation approach, expected business benefits can be achieved by the organisation.
11. To secure appropriate resources to deliver the project in terms of staff, skills, funds and supportive functions.
12. To build, lead and motivate project teams taking responsibility for the management and development of the team and delivery of the products and services to meet the needs of the Authority within agreed standards.
13. Ensure that work packages issued to team members are fully defined, authorised and effectively carried out and ideally delivered and managed in an Agile methodology.
14. To manage development of the technical solution to meet specified needs on a project. Including:
    o Developing existing IT systems and associated processes and procedures to support an operational requirement at the Corporate and Service level.
    o Developing new IT systems and associated processes and procedures to support an operational requirement at the Corporate and Service level.
15. To monitor, measure and report on project progress throughout its full life cycle, ensuring key milestones and deliverables are achieved by developing project plans, carrying out formal risk and issue management and escalating as appropriate to the project

sponsor and board. Or where delivery is Agile then as prescribed by the particular methodology.

16. To be responsible for the control of project budgets, carrying out reviews and evaluations as required and presenting updates and findings to the project sponsor and board.

17. To implement a quality management system on projects to ensure that products, services and processes delivered are fit for purpose and

18. Where a project forms part of a larger programme of work, liaise with the relevant manager and ensure delivery of project outputs in line with the overall programme plan.

19. To support the ICT PMO Manager by providing management information on projects to assist in monitoring and controlling the ICT programme of work.

20. To provide all required project documentation to the ICT PMO for review and approval to proceed to the next project stage. Said documentation is as defined by ICT Project Governance standards or as prescribed by the PMO Manager.

21. To mentor less experienced project managers in the team and actively work with the programme manager to develop the skills, experience and capability of these project managers.

22. Membership of any working groups, forums or committees within the post holder's area of work.

23. To build positive relationships with other staff and colleagues.

24. Manages the implementation of new or changed solutions including the transition to a production environment.

25. To work with the customer and product owner to secure appropriate resources to deliver the services allocated in terms of staff, skills, funds and supportive functions.

26. Design and implement a structured benefits management and realisation approach for the programme, ensuring that expected business benefits and subsequent outcomes can be achieved.

27. To manage the programme's budget on behalf of the SRO. Carrying out reviews and evaluations as required, monitoring expenditure and cost against delivered and realised benefits and presenting updates and findings to the programme board or relevant reporting authority.	
28. Ensure that the projects roles and responsibilities are clearly defined and understood by the SRO/Product Owner and project board members and is operating as a lean team with minimal viable members to aid speed of decision making.	
29. To ensure the project team deliver solutions in the most efficient fashion. Utilising agile methodologies such as SCRUM and Kanban, as well as others, where required and doing so in an environment of KAIZEN.	
30. Ensure all project team members keep robust and accurate time management recording to enable project and capacity planning together with any potential recharge opportunities	
The post holder will perform any duty or task that is appropriate for the role described	

Person Specification	
Education and Knowledge	**Personal skills and general competencies**
1. Educated to degree level and can demonstrate relevant experience as a Project Manager	

2. Accredited PRINCE 2 Practitioner or Association of Project Management Association (APM) Practitioner Qualification (IPMA Level C).
3. Holds a professional qualification in or has training in Agile delivery methods such as SCRUM or qualified as SRUM Master.

4. Can demonstrate relevant and wide-ranging experience in a senior product delivery, project or programme management role.

5. Evidence of continuous professional development.

6. Management of Risk practitioner qualification is desirable.

Specialist Knowledge/Skills

7. Project management skills including the practical use of a major project management methodology and techniques
8. Experience of planning and implementing Benefit Realisation Management processes on a major programme
9. Experienced in managing and monitoring budgets and cost benefit analysis
10. Experienced in stakeholder management
11. Proven experience of developing and delivering a risk management strategy on a major programme or a large and complex project
12. Detailed knowledge of IT systems and solutions and their effective implementation with an understanding of NCC's current technology base and emerging technologies.
13. Knowledge and experience of key infrastructure technologies such as Servers, Communications, Operating systems, etc
14. Knowledge and experience of key enabling technologies such as Document Management, CRM, e-forms etc

1. Sets an excellent example of customer care for other staff.
2. Effectively sets direction for a team providing motivation for all to deliver high performance.
3. Anticipates customer needs to provide excellent service continually striving to improve efficiency and effectiveness
4. Sets challenging targets for performance for the team as well as delivering a high degree of personal effectiveness
5. Ensures the Council's policies for fairness and respect are delivered including setting high personal standards

15. Has proven Project and people management skills with knowledge of NCC's policy framework, management structures and reporting procedures.

16. Experienced user of Agile Tools, MS Project, Word, Excel, Visio, e-mail, PowerPoint and the internet / intranet.

Other Knowledge/Skills

17. Excellent communication and interpersonal skills in meetings, presentations and workshops.

18. Time management and team working ability are essential.

19. Presentation, written and verbal communication and numeracy skills are essential.

20. Influencing and negotiating skills to ensure high-level buy-in, commitment and resources.

21. Facilitation skills to promote creative thinking and problem solving by service delivery staff and service area specialists.

22. Commercial and contractual knowledge and awareness.

Experience

1. Five years relevant work experience as a project manager and or SCRUM Master.
2. Proven experience in managing successful large, complex, and crosscutting projects.
3. Demonstrated detailed project management and/or SCRUM Master and organisational skills appropriate for a multi-tasked work environment.

Role Dimensions

Projects typically cover all major internal services and/or joint delivery with other public sector partners. Successful delivery is often a critical factor in helping those services achieve external KPIs and internal Strategic Plan objectives.

The breadth of project management covers the full range of ICT project types, including major application selection and procurement, in-house system developments, and major infrastructure refresh/roll-outs. The role is therefore multi-disciplinary in terms of team management responsibilities.

The input to overall development of project management and system development standards contributes to broader project management development within the County Council and its partners.

The post holder will be expected to retain responsibility for the full life cycle of each project, from initial definition and planning, through monitoring and control, to controlled finish and post-implementation review, using best practice standards (including PRINCE2, Agile and internal system development standards)

Build relationships with, and co-ordinate between multiple parties, e.g. more than one Service can be involved in a project, as well as internal and external partner organisations and external suppliers.

Building relationships, ensuring credibility with a wide range of stakeholders, up to, and including Service Director Level, across Directorates in NCC, Partner Organisations, other Local Authorities and external suppliers.

Engaging stakeholders and ensuring their understanding of often complex technical systems and detailed process developments as part of the implementation of a project.

Providing support, advice and guidance to Senior Managers acting as Project sponsors and board members.

Advises senior management teams on the selection of ICT systems, services and technologies to meet their business objectives and provides technical advice to operational managers.

At this level projects are typically £1million+ in value, with the project manager expected to manage the full project budget.

Matrix management often includes management of temporary project team members from customer departments, in addition to those staff directly employed within the ICT service, plus the supervision of external contract staff employed to work on projects

As well as internal customers, major projects may also include external partnerships with other public sector organisations.

The project team will typically consist of 10 to20 staff for waterfall and up to 7 for SRUM, including people on secondment from customer departments. Responsibilities include mentoring/coaching for team members, planning of appropriate learning and development, regular supervision and management of agreed deliverables through the programme's projects. The teams need to be developed into self managed teams with cross cutting skills and the autonomy for fast decisions to increase speed of product delivery.

The post holder may have Product Owner status on Agile projects from time to time.