National Services Scotland

**JOB DESCRIPTION**

|  |  |
| --- | --- |
| **1. JOB DETAILS** |  |
| Please complete all details below apart from the job reference and note that the job holder(s) should not be named on this form. It is intended that job descriptions will be anonymous for banding purposes. The AfC Team will devise a confidential system to link job holders with their job descriptions and accordingly will complete the job reference. | |
| Job Title: | Senior Business Analyst (Programme Manager) |
| Immediate Senior Officer/Line Manager: | Head of Service |
| Department(s): | Various |
| Division/SBU: | NSS IT |
| Job Reference: | ITG007 |

|  |
| --- |
| **2. JOB PURPOSE** |
| To lead on the delivery of diverse, long-term programmes, projects and business transformation initiatives with associated budgets and resources through the establishment and management of all related activities. To lead on initiation and analysis of viability of these programmes and projects. To successfully drive and manage substantial and complex change, ensuring initiatives are delivered to time, cost and quality; enabling the achievement of the nationally strategic and operational business objectives of National Services Scotland (NSS), NHS Scotland Boards at the highest level, Scottish Government or external client.    The post-holder is accountable for the leadership, strategic direction and delivery of the all programme and project management services within their area of responsibility.  Responsible for all aspects of the programme to deliver the design, development, operation and management of multiple NSS and/or National level software applications, IT infrastructure and emerging technologies within the realms of multiple change projects and programmes. This includes the business change elements associated with change programmes of this type.  Responsible for the management of the project and departmental budgets.  Accountable for deciding the course of action to resolve complex, contentious issues within the department area and responsible for communicating decisions to NSS senior managers, NHS Scotland Boards, Scottish Government and senior executives within client organisations.  The post-holder will influence and lead the definition, development and implementation of portfolios of change.  Responsible for procurements, business case development, and supplier management associated with the portfolio of projects and programmes. |

|  |  |
| --- | --- |
| **3. DIMENSIONS** |  |
| IM&T Projects and Programmes is a service area which forms part of the IT SBU of National Services Scotland. Based over several locations across Scotland, it provides Project and Programme management services to internal and external clients. These include: NSS, Scottish Government (SG), NHS Boards (and other NHS Organisations), Local Authorities (including Council, Fire, Ambulance, Education and Police); Non-Departmental Public Bodies (NDPB’s); other partner organisations, the public, commercial organisations and research bodies. Also includes counterparts in other UK country national eHealth delivery organisations. Projects and Programmes are run in accordance with OGC frameworks including PRINCE2TM, MSPTM and DSDM AgileTM.  IM&T Projects and Programmes delivery includes highly complex and technical programmes covering, for example, national infrastructure (SWAN), workforce management systems (eESS), national clinical system procurement and development and health information management & statistics (SNOMED). These programmes are delivered over multiple geographic locations and across multiple agencies.  The post holder will lead a team of within IT SBU Projects and Programmes service delivery area, comprising in the region of 10 staff.  The post holder has prime responsibility for a team revenue budget of approximately £0.5m per year and managing staff with projects and programmes each with a budget ranging from £50k to £5m.  Staffing in the team may include IM&T consultants, business analysts, project managers and project support officers. The post-holder will provide specialist advice and leadership in the development and delivery of best practice policy through training, development and mentoring of all levels of staff.  For new projects, a level of workforce flexibility will be required and it is expected that staff from other IT SBU service areas and from other NSS SBU’s will work jointly in short life teams, as necessary. The post-holder must manage the conflicting demands that this entails, negotiating and influencing customers in terms of timescales and deadlines. | |
|  | |

|  |
| --- |
| **4. ORGANISATION CHART** |
|  |
|  |

|  |
| --- |
| **5. ROLE OF THE DEPARTMENT** |
| The role of the IT SBU is to support the NHS Scotland national eHealth agenda through the effective delivery of IM&T products and specialist services that will enable clinical process and efficiency improvements across Scotland. The core remit is focused on the management and delivery of IM&T services focused on the development and enablement of national level business and clinical capabilities. This includes the delivery of IM&T services, systems, data and contracts which enable cross-Board/ boundary integration, workflow, information sharing, cost efficiency realisation and collaboration.  IT SBU has of the order of 350 staff, approximately 260 based in Edinburgh and 90 based in Glasgow where national level software application products are developed, maintained and supported. IT SBU is currently involved in over 50 projects and programmes in support of eHealth across NHS Scotland.   * The vision of the organisation is ‘To be valued as a trusted, integral IT services partner’ * The mission of the organisation is ‘To deliver high value national and specialist IT services which maximise health and financial impact’ * The purpose of the organisation is ‘To provide high value shared services, enable national level IM&T capabilities and cross- Board/ boundary collaboration’   The service model is focused on the following key areas:  **> Architecture & Consulting**  Providing focused IM&T expertise and advice to eHealth and business communities  **> Contract & Vendor Management Services**  Managing 3rd party national level eHealth suppliers end-to-end  **> Programme & Project Management**  Scalable and adaptable delivery of eHealth initiatives at national level.  **> Solutions Design, Development, Integration & Maintenance**  Bespoke systems development, maintenance and support  **> National Solutions Accreditation & Testing**  Assuring inter-operability of the national architecture  **> Solution Stewardship / Service Management**  Managing service delivery assurance for systems after ‘go live  **> Infrastructure Management**  Managing the delivery of customer service, LAN, desktop and other infrastructure services  IT SBU works in partnership with a wide range of organisations – NSS, NHS Scotland NHS Boards, Hospitals, Primary Care Practitioners, Community Health Partnerships, Local Authorities, Scottish Government Directorates, Other UK eHealth agencies, and major IM&T product and service providers operating in the Scottish public sector. |

|  |
| --- |
|  |
| 6. KEY RESULT AREA  1. Responsible for the delivery of agreed objectives within the guidelines set down in organisational policies. The post holder is responsible for determining how delivery is best achieved. Responsible for implementing annual objectives for the Department based on the NSS IT SBU strategy. Develop project plans across the Department that ensure the delivery of multiple projects using common resources while avoiding unnecessary conflict. 2. Responsible for stakeholder engagement and management activities, including active professional networking across disciplines and with external partners. Receive complex information from a range of specialists and interpret and deliver that information in a way that will encourage understanding, agreement and co-operation. 3. Responsible for the management of the definition, design, development, test, implementation, benefits realisation and support of programmes and projects and Business Transformation Initiatives for major IT solutions underpinning the work of national strategic business of Scottish Government Directorates, key Public Service organisations, external NSS or other IT SBU customers. Ensure projects within programmes are delivered to PRINCE2 or DSDM Agile standards. Responsible for full business case development, procurement process and supplier management associated with the portfolio of projects and programmes ensuring Standard Financial Instructions and procurement rules are adhered to. 4. Manage budgets for operations and projects to deliver department objectives. Identify issues and risks that impact the budget and manage/escalate them as appropriate. Monitor plans to identify issues and adjust plans before problems impact project delivery. Action performance management, risk management and manage cross-project risks.Interpret and resolve complex problems by adopting an analytical approach designed to identify the most suitable solution and avoid future recurrence. 5. Responsible for creation and implementation of departmental plans which will ensure that financial, workforce and operational business plans are fully integrated, making the most effective use of resources and are sustainable and affordable in meeting agreed service and performance levels. Accountable for own budget and responsible for preparation, negotiation and obtaining budgetary agreement with project and programme sponsors (internal and external). 6. Responsible for recruitment and management of permanent and transitional staff within the team. This includes leadership of varying levels of staff and programme resources to achieve the required outcomes of the programme as well as development of the professional competencies required. Develop, motivate, and monitor staff development within the team and their direct reports to ensure individual and collective objectives are achieved and an acceptable workplace climate is sustained. Manage contentious or sensitive staff issues within the team and individual programmes. 7. Through facilitation, guidance and mentoring, provide expert advice to enable an organisation-wide approach to successful programme delivery. Promote, facilitate and enable adoption of a range of quality and continuous improvement techniques across NSS to enable the organisation to improve efficiency and enhance customer services. Embed all improvements into operational processes effectively through excellent design and delivery, ensuring knowledge and skills transfer to business users to allow sustained benefits realisation and ensure the service improves key metrics and monitor activities and ensure overall service objectives are met. 8. Seek and manage opportunities to market the services of Projects and Programmes amongst new and existing client base. Promotion of these services through provision of specialist advice and guidance on planning and deliver of appropriate project and programme frameworks as well as implementation of new or re-designed processes to support proposed change. 9. Constantly review external sources to identify best practice and maintain depth of knowledge in the specialised Department field. Take managerial responsibility for research and development work as required to prove the viability of emerging technologies. Utilise best practice principles in strategic planning, delivery and capability management, including corporate and operational planning, governance and risk management, and business performance management reporting. |
|  |

|  |
| --- |
| **7. ASSIGNMENT AND REVIEW OF WORK and DECISIONS AND JUDGEMENTS** |
| The Senior Business Analyst (Programme Manager) reports to the Head of Service and ultimately reports to the IT SBU Associate Director.  The Associate Director delegates responsibilities based on annual objectives set out in the IT Business plan and appropriate timescales are agreed. The Senior Business Analyst (Programme Manager) then sets and monitors targets for staff in the team in order to achieve them. Objectives are reviewed quarterly.  The post-holder is responsible for providing high level strategic and operational leadership for IT SBU Projects and Programmes service areas. The post-holder is fully accountable for the delivery of business objectives, management of performance and quality of deliverables in their area.  The post-holder will develop and implement Project and Programmes policies, service planning and business objectives.  Develop programmes and projects to implement SG manifesto commitments and compliant with national policies and guidelines.  The post-holder is expected to prioritise and manage their own workload as well as delegation of workload to their respective delivery teams in accordance with the objectives and timescales of their service area to ensure successful delivery. This includes the successful management and delivery of directly allocated projects and programmes as required.  The post-holder will work autonomously across all client bases (internal / external), managing the workload with freedom to act and ability to resolve problems/issues. Work can also be assigned by Executive Directors as Senior Responsible Officers and Sponsors.  Nationally, work with Scottish Government Directorates sponsors, public sector organisations, external clients, NSS SBU Directors and peers, Health Board CEO/Senior Management teams and across a substantial range of disciplines such as Clinical, Medical and Management teams representing the Territorial / Special Boards and Public Sector Clients, to define the strategic outcomes and service wide implementations.  The post holder’s workload derives from the management of activities within the Department. The Associate Director is required to set priorities for activities within the teams in order to meet these demands. They must apply initiative to prepare for and resolve difficulties within the area of responsibility and instigate action to prevent recurrence.  Adhere to NSS and public sector Standing Financial Instructions in relation to financial aspects of all programmes and projects.  The Programme Manager must work closely with the other IT Managers to ensure overall IT objectives are met.  Works across multiple delivery streams and with NSS and NHSS colleagues, public sector and external clients to ensure that interdependencies are recognised and managed to enable successful delivery and achievement of best value.  The post-holder line manages a significant number of staff, deployed both in localised areas of major activity within Scottish Government Directorates, public sector organisations, NSS SBUs, and the external client base. The post-holder will lead the Programme and Project Team/s and display effective decision making and problem solving skills throughout the programme/project lifecycle, inc. redeployment and reallocation of resources when required to keep the portfolio/programmes/projects on target. In this role, the post-holder will be expected to demonstrate the ability to identify pragmatic solutions using quality improvement techniques and methods to support colleagues deliver strategic and business goals. |

|  |
| --- |
| **8. COMMUNICATIONS AND RELATIONSHIPS** |
| The Programme Manager is frequently engaged at the earliest stages of any initiative and in receipt of highly complex, sensitive and contentious information and is required to provide and receive data and information to and from a wide range of internal staff and external agencies from CEO and the Executive Director cohort. Directly responsible for managing the retention and when appropriate, the communication of this information to multiple diverse stakeholders, in an often hostile and aggressive atmosphere.  The post holder will lead on the provision and presentation of high quality written and verbal briefings, including presentations to a variety of audiences in relation to project, programme and departmental management for NHSS Boards, eHealth Leads and associated Committees, public sector organisations and external clients.  The post holder will require highly developed influencing and negotiating skills in order to drive forward strategy across client organisations. This may be strongly challenged and or opposed by senior staff and/or clinicians. There may be significant barriers to be overcome e.g. resistance to proposed courses of action; disagreement over problem diagnosis/resolution; lack of consensus over strategic/business priorities etc.  Audiences will frequently be unfamiliar or resistant to many aspects of Project and Programme Management (PRINCE2TM, DSDM AgileTM and MSPTM frameworks) and the post-holder must be able to build confidence and trust, breaking down any such resistance to the use of these techniques.  The main contacts of the post are:  Internal   1. NSS Board members, Executive Management Team and Management Forums 2. Chief Executive 3. Executive and Strategic Business Unit Directors 4. Director of Nursing, Strategy and Planning 5. Other NSS Senior Management 6. Other NSS IT SBU Staff 7. Stakeholder Steering Groups (project strategy and progress updates on a monthly basis inc. both written and oral presentations)   External   1. Scottish Health Directorates, Territorial and Special NHS Scotland Health Boards, Senior Management and staff of public sector organisations and external clients. 2. Scottish Government 3. NHSS Health Board Clinicians and Clinical service delivery managers. 4. NHSS senior staff involved with/within the scope of any project, as appropriate (consulting and informing) 5. NDPBs (Forestry Commission National Records of Scotland, etc) 6. Local Authorities 7. External/Internal Auditors (consulting and collaborating) 8. External benchmark organisations (in support of the Project objectives to identify examples of excellence to influence project proposals) 9. Management Consultants (appoint, consult and co-ordinate for Projects as appropriate) 10. Suppliers of business systems (consultation and negotiating). 11. Regulatory bodies 12. Public Sector Organisations   To Liaise with key stakeholders and customer representatives in negotiating and developing IT SBU services and report on progress.  To represent IT SBU at formal management bodies and programme boards including eHealth Project and Programme Boards.  To liaise with the wider customer community to understand priorities, identify needs and manage expectations.  Communications can be both formal and informal, requiring highly skilled and effective verbal and written methods including formal presentation or chairing at meetings or events. |

|  |
| --- |
| **9. MOST CHALLENGING PARTS OF THE JOB** |
| To lead on developing, establishing and maintaining, programme and project plans for internal and external clients within the constantly changing political environment, high profile, high cost and high benefit strategic and business critical change programmes across multiple national organisations of significantly specialised and unique functions.  Using the ability to analyse and redesign business processes to make best use of the people involved and enabling this with new technology, maintaining a clear focus on the organisational impact of the vast array of complex change initiatives to ensure the multiple, potentially contentious interdependencies are managed successfully.  Constructing pragmatic proposals for developing new initiatives that balance innovation and excellent modern methods within the resources available, with a clear change management plan.    Effectively and sensitively dealing with diverse senior stakeholders, communicating risks, issues, changes to plans and achieving agreement - which may prove unpopular across diverse agendas.    Promoting the services available from IT SBU Projects and Programmes to internal/external clients as well as the other IT SBU services, for example, Architecture and Consulting.  Balancing priorities and activities within the Department to ensure timely delivery of major IT systems and solutions while providing maintenance and support of existing business-critical applications.  Ensuring IT systems and solutions are sufficiently robust and effective to deliver consistent quality to end users and manage expectations of customers/clients.  Training, coaching, mentoring and managing staff, direct reports and project/programme team members, to maximise potential and increase efficiency and effectiveness.  Ensuring Department objectives are properly monitored and delivered. |

|  |
| --- |
| **10. SYSTEMS** |
| Accountable for management of the design, development, test, implementation, maintenance and support of major IT information systems and solutions across the agency including  network, server and desktop infrastructure deployment and support (hardware and software),  database and application software (development, procurement and support),  and web technologies (incorporating operating systems e.g. Unix, Linux and NT; database and warehousing software e.g. Oracle, SQL Server; web technologies e.g. JSP, ASP, Java, Apache and Tomcat; web services/monitoring e.g. Ensemble, Big Brother and Nagios; Business Information software e.g. BusinessObjects, Crystal Reports; communications infrastructure e.g LANs, WANs and associated security hardware; desktop application support e.g. Microsoft Office suite, backup and recovery procedures e.g. Commvault and Helpdesk support e.g. Assyst.   1. Manage electronic systems that support all aspects of department, programme and project delivery and train NSS staff in their use. 2. Define, develop and maintain the information required to ensure visibility and performance management of the portfolio by the relevant governing groups to meet customer needs. 3. The post-holder must also be able to create and design reports within the Microsoft environment, these reports will be used as tools for financial reporting to senior manager/director level. 4. Advanced knowledge of use and practical application of Microsoft Office Suite and other bespoke software tools to create and maintain key documents e.g. proposals, Service Level Agreements, electronic risk register. 5. Ensure staff work, store and transmit data in accordance with data protection, freedom of information and confidentiality principles. 6. Encourage the use of agile software and hardware technology to support department and NSS ways of working. 7. Use of geNSS, and other emerging information portals, as a means of accessing information, administration and management of Communities to publish and disseminate information. 8. Use of internal NSS systems including financial reporting systems to monitor budgets (e.g. PECOS - eProcurement system, eKSF, eExpenses, eESS and SSTS) |

|  |
| --- |
| **11. PHYSICAL EFFORT** |
| * Combination of sitting, standing and walking – Workshops / training sessions require the project delivery roles to stand for long periods. VDU usage 50-80% * The frequency of the above is dependent on the stage of the project or event and can be weekly or monthly for a number of days duration. |
|  |

|  |
| --- |
| **12. MENTAL EFFORT** |
| * Ability to concentrate for long periods of time despite frequent interruptions, e.g. when resolving complex technical problems or reviewing the technical design or contract details of a major new system development.  1. Ability to make rational decisions when resolving conflict situations. 2. Ability to foresee situations of potential stress or conflict within the Department, across suppliers and mange staff and the situation accordingly. 3. Ability to keep abreast of the development of different strategic and functional business operations of NSS, NHSS and public sector clients 4. Understanding complex methodologies, which will require considerable mental effort. 5. Sustaining mental effort, attention and focus whilst facilitating / chairing group sessions (working groups, workshops and meetings) 6. The frequency of the above will vary from programme to programme and on a daily basis. |

|  |
| --- |
| **13.EMOTIONAL EFFORT** |
| 1. Support for direct reports entails the ability to foresee situations of potential stress or conflict within the team and manage staff and the situation accordingly. This includes preparation and delivery of material which may be robustly challenged by peers / senior staff / senior executives of external client organisations. 2. Line management responsibilities included in implementing NSS policies (discipline and grievance) and capability for performing effectively in sensitive and emotive situations. 3. Ability to make rational decisions when resolving conflict situations. 4. Ability to keep one’s own emotions under control when dealing with conflict situations in a pressured environment. Especially evident where conflicting views are held amongst stakeholders and differing positions need to be recognised with skill and diplomacy to gain co-operation and compliance. 5. Required to handle and resolve conflict and challenging behaviour during meetings or discussions, especially where these are related to service development or strategic matters. 6. Change projects and programmes are frequently resisted with some occasions resulting in performing in a hostile environment for the project or programme manager. An ability to remain calm and recognise hostility towards a change is not personal to the project or programme manager is required to aid in reducing high tensions amongst stakeholders or project/programme members. 7. The frequency of the above is expected on an on-going basis. |

|  |
| --- |
| **14. ENVIRONMENTAL/WORKING CONDITIONS & MACHINERY AND EQUIPMENT** |
| Exposure to unpleasant working conditions is rare.  Standard shared/open plan office conditions and equipment.  Standard keyboard skills.  Driving may be required throughout Scotland, which can be for extended periods of time in adverse traffic conditions. |

|  |
| --- |
| **15. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB** |
| Educated to degree level with an appropriate postgraduate qualification in an IT, Business (e.g. MBA) or other technical / management discipline, or equivalent experience.  .  The Programme Manager must have at least 3 years’ experience management in a technical environment or specialist Information Technology area.    A working knowledge of NHS systems is highly desirable.    The Programme Manager will have excellent communication and interpersonal skills and will have the ability to effectively lead and motivate staff. The ability to liaise effectively with senior internal NHS managers and senior external managers is essential. Proven customer facing skills and the ability to work well under pressure are also essential qualities for the post. |

|  |  |
| --- | --- |
| **16. JOB DESCRIPTION AGREEMENT** |  |
| *A separate job description will need to be signed off by each jobholder to whom the job description applies*.  Job Holder’s Signature: | Date: |
| Head of Department Signature: | Date: |
| *HR Department will check job description format and content and then send the job description to the A4C Team*  HR Representative’s Signature: | Date: |

# JOB DESCRIPTION ADDENDUM

**ADDITIONAL ITEMS (to add specific technical, managerial requirements for the actual role)**

|  |
| --- |
| DECISIONS AND JUDGEMENTS |
|  |
| SYSTEMS |
|  |
| EQUIPMENT AND MACHINERY |
|  |

|  |  |
| --- | --- |
| Job Holder’s Signature | Date: |
| Line Managers Signature | Date: |
| HR Representative’s Signature | Date: |