

JOB DESCRIPTION

JOB TITLE:	Project Manager Transformation	
DIVISION:	RFLPSL Business Unit	
SALARY BAND:		
RESPONSIBLE TO:	Senior Project Manager Transformation	
ACCOUNTABLE TO:	Managing Director – RFL Property Services Ltd	
HOURS PER WEEK:	37.5 hr per week	
MANAGES:	Directly:	1
	Indirectly:	0

JOB SUMMARY:

This role will be part of the recently established Transformation function for RFLPS which aims to position itself as an Estates consultancy within the NHS and wider marketplace.

The post holder will be part of a multi-skilled construction, capital and estates transformation function which leads on change initiatives, both for RFLPS, RFL Group and external clients.

The individual will lead a variety of projects within the programme environment(s), working autonomously on some areas and closely with the Senior Project Manager and the rest of the team on others. Therefore they will need to be well-versed and experienced in project management within a large change programme.

The individual will be required to work across departments and different levels of the organisation, both internally to RFLPS, as part of RFL Group and externally with clients, to inspire, design and lead projects.

The post-holder will have a high level of autonomy, self-drive & motivation, and will be able to manage multiple priorities and work effectively within teams to achieve the plan set out.

KEY JOB DIMENSIONS:

Professional Requirements:	Educated to Masters Degree level or be able to demonstrate the equivalent level of relevant experience within a strategic, operational or project based environment. Ideally working towards a professional, project management qualification. The postholder must have knowledge of the management of projects and be able to analyse complex financial and qualitative data in order to feedback findings in a concise and constructive manner.
Budget Responsibility:	None see 2.2
Organisational Responsibility:	To support and advise the Transformation function in line with governing objectives so as to achieve long term best value for the benefit of patients, staff and clinical service

Date of the JD review: Nov 2020

Royal Free World Class Values

The post holder will offer World Class Care to service users, staff, colleagues, clients and patients alike so that everyone at the Royal Free can feel:

- **welcome** all of the time ● confident because we are clearly **communicating**
- **respected** and cared for ● **reassured** that they are always in safe hands

1. PRINCIPAL RESPONSIBILITIES

1. Project Management

- 1.1. Project management of required projects including scoping, the identification of milestones, communications strategies, risks and mitigation plans This will include managing projects from inception to completion and aligning them to the short, medium and long term strategies for transformation.
- 1.2. Ensure systems and processes are in place with stakeholders to implement change initiatives, facilitating collaborative working across the sector and supporting the achievement of strategic objectives.
- 1.3. Support colleagues and clients to identify, design, deliver and track transformation and improvement schemes
- 1.4. Provide support and challenge to stakeholders, supporting them to identify innovative ways in which to improve value.
- 1.5. Use tested and credible tools and techniques, including lean processes, to evaluate and analyse highly complex and contentious issues, which adversely affect current organisational performance in clinical and administrative processes. Assist with problem-solving to find and understand root causes of underperformance.
- 1.6. To adapt existing or design new strategies, to enable the creation of distinctive patient pathways of care for patients or administrative processes that bring about higher quality and less waste.
- 1.7. To design and implement innovative methods to gain patient and public involvement to inform service direction, improvement, user satisfaction and as a tool for performance management.
- 1.8. Transfer improvement skills via other forms of development such as mentoring, peer-coaching and team development sessions.
- 1.9. Contribute to establishing and building change management teams across the Trust with an ethos of sharing information and learning.

2. RESPONSIBILITY FOR FINANCIAL AND PHYSICAL RESOURCES

- 2.1 Use financial acumen to understand opportunities for improvement in order to ensure the greatest value is realised through public money.
- 2.2 Responsible for project resources and making logical, evidence based recommendations for spend. This includes the management or holding of budgets for specific projects.

3. RESPONSIBILITY FOR LEADING AND MANAGING

- 3.1 Set projects up with clear plans for benefit delivery and support in the delivery and monitoring of delivery and benefits. **This will include day to day management of resources allocated to each project including responsible for the subsequent supervision of consultants dedicated to each project.**
- 3.2 To support Senior Project Managers in the understanding and tracking of complex interdependencies and delays between different parts of the service across the sector. **This will also include the ability to explain the information and help solve problems and overcome blockers/obstacles to project delivery.**
- 3.3 To collaboratively determine key performance indicators to enable easy tracking of deliverables stakeholders
- 3.4 Responsible for mediating and advising in areas where there are differences of opinion. **This will require highly persuasive and negotiating skills for ensuring buy in to changes projects will deliver.**
- 3.5 Support with production of documentation, including status reports, information/data/reports as required for management/clients at Divisional and Executive level, bids for funding and explanations of technical and complex issues. This communication should be appropriate for target audiences. Make recommendations and present findings at different levels throughout the organisation.
- 3.6 Produce materials to lead and influence existing opinions in order to launch and sustain change initiatives; this will include influencing how resources e.g. budgets, staff, are allocated across the organisation and recommending areas for investment / savings in line with strategy.
- 3.7 Actively participate in project management meetings and regular meetings with other stakeholders.
- 3.8 Support in developing systematic, automated reporting for RFLPS Board and customers

4. RESPONSIBILITY FOR INFORMATION RESOURCES.

- 4.1 Work with other project teams to share information and learning.

- 4.2 Manage and assess a complex range of data and making informed recommendations which are focussed on outcomes that meet external and internal customers' and patient needs.
- 4.3 Design innovative and workable approaches to gathering information and data collection systems. This will include information gathering where data is difficult to get and interpret.
- 4.4 Use data-driven presentations to challenge existing work practices and beliefs for varying audiences.
- 4.5 Maintain and share throughout the Trust an understanding of healthcare policy and ideas and tools associated with health service development and improvement. Select from and translate healthcare policy, ideas and tools into materials and ideas relevant to the priorities and context of the Trust and Trust services.
- 4.6 Document projects to support Programme Managers in presenting the benefit of improvement programmes e.g. cost benefit analysis, return on investment analysis and return on expectation analysis.

5 Human Resources

- 5.1 Manage allocated staff, including recruitment, induction, setting workload priorities, delegating tasks, day-to-day management, including appraisal/ investigations etc.

6 Research & Development

- 6.1 Undertakes complex audits, surveys related to programme as required
- 6.2 As part of the continuous professional development, research best industry practices examples and share within the team.
- 6.3 Attend professional events in relation to project management, develop and share insights.
- 6.4 Within Transformation Team, research and contribute to a broader knowledge of interrelated disciplines such as healthcare planning, property and facilities management, capital development, IT equipment and infrastructure.

7 Policy/Service Development

- 7.1 Supports the development of local policies, SOPs and processes for the Transformation function

GENERAL RESPONSIBILITIES

Infection Control

Infection control is everyone's responsibility. All staff, both clinical and non-clinical, are required to adhere to the RFL Group Infection Prevention and Control policies and procedures and the Health Act (2006) Code of Practice for the prevention and control healthcare associated infections and make every effort to maintain high standards of infection control at all times thereby reducing the risk of Healthcare Associated infections.

It is the duty of every member of staff to take personal responsibility for the prevention and control of infection, as laid down in the Organisations's policies and procedures which reflect the statutory requirements of the Hygiene Code.

- To work in close collaboration with the Infection Control Team.
- To ensure that monitoring of clinical practice is undertaken at the agreed frequency.
- To ensure that the ward environments are cleaned and maintained to the highest standards; ensuring that shortfalls are rectified, or escalate as necessary.
- To ensure that all relevant monitoring data and issues are provided to the Directorate's Governance structures.
- To ensure that all staff are released to attend infection control-related educational sessions and staff with specialist roles, e.g. link practitioners, are released to undertake their duties.

Health and Safety at Work

The post holder is required to:

- Take reasonable care for the health and safety of himself/herself and other persons who may be affected by their actions or omissions at work.
- Co-operate with the employer in ensuring that all statutory and other requirements are complied with.

Confidentiality & Data Protection

The post holder has a responsibility to comply with the Data Protection Act 1998 and maintain confidentiality of staff, patients and RFL Group and Company business.

If you are required to process information, you should do so in a fair and lawful way, ensuring accuracy is maintained. You should hold information only for the **specific** registered purpose and not use or disclose it in any way incompatible with such a purpose.

You should disclose information only to authorised persons or organisations as instructed. Breaches of confidentiality in relation to information will result in disciplinary action, which may include dismissal. Employees are expected to comply with all RFL Group policies and procedures and to work in accordance of the Data Protection Act 1998. For those posts where there is management or supervision of other staff it is the responsibility of that employee to ensure that their staff receive appropriate training (e.g. HISS induction, organising refresher sessions for staff when necessary.)

Conflict of Interest

The RFL Group is responsible for ensuring that the services for patients in its care meet the highest standards. Equally, it is responsible for ensuring that staff do not abuse their official position, to gain or benefit themselves, their family or friends.

Equality and Diversity

The Company values equality and diversity in employment and in the services we provide. It is committed to promoting equality and diversity in employment and will keep under review our policies and procedures to ensure that the job related needs of all staff working in the Company are recognised. The Company aims to ensure that all job applicants, employees or clients are treated fairly and valued equally regardless of sex, marital status, domestic circumstances, age, race, colour, disablement, ethnic or national origin, social background or employment status, sexual orientation, religion, beliefs, HIV status, gender reassignment, political affiliation or trade union membership. Selection for training and development and promotion will be on the basis of the individual's ability to meet the requirements for the job.

You are responsible for ensuring that the RFL Group policies, procedures and obligation in respect of promoting equality and diversity are adhered to in relation to both staff and services.

Vulnerable Groups

- To carry out responsibilities in such a way as to minimise risk of harm to children, young people and vulnerable adults and to promote their welfare in accordance with the Children Act 2004, Working Together to Safeguard Children (2006) and No Secrets guidance (DH 2000).
- To demonstrate an understanding of and adhere to the RFL Group child protection policies.

No Smoking

The Company implemented a No Smoking Process, which applies to all staff. Staff contravening this process will be subject to disciplinary procedures.

Standards of dress

All staff are expected to abide by the Company guidance on standards of dress.

This job description outlines the current main responsibilities of the post. However the duties of the post may change and develop over time and may therefore be amended in consultation with the post holder.

POST TITLE: RFLPS Transformation Project Manager		Essential (E) Desirable (D)	Assessed by: App Form (A) Interview (I)
Royal Free World Class Values	<i>Demonstrable ability to meet the Trust Values</i> Positively welcoming Actively respectful Clearly communicating Visibly reassuring	E	A/I
Qualifications	1. Educated to degree level and evidence of masters qualification, or equivalent by virtue of experience	E	A
	2. Evidence of significant continuing professional development.	E	A
	3. Project management qualification	D	A
Experience	1. Knowledge & experience of project management in the design, development and implementation of change management	E	A/I
	2. Knowledge & experience of organisational change or continuous improvement	E	A
	3. Experience of training and facilitating group development and delivering training, education and development opportunities	E	A/I
	4. Significant experience of working in an autonomous way, working within defined parameters to meet defined objectives and make rational decisions	E	A
	5. Experience of providing specialist service change and modernisation advice to a range of professionals and in various environments.	E	A
	6. Experience of working in a change environment with multiple stakeholders, across organisational boundaries and securing their engagement	E	A/I
	7. Experience of influencing staff at all levels to ensure project objectives are owned by all members of the teams including users and stakeholders.	E	A/I

8. Experience of working across organisational boundaries and multiple services	E	A
9. Evidence of the ability to persuade teams to take on new ways of working and to consistently challenge the status quo	D	A/I
10. Experience of developing, monitoring and managing budgets	D	A
11. Evidence of successful delivery of financial and/or quality benefits within agreed timescales.	E	A/I
12. Experience of working in complex clinical environments	E	A
13. Experience of report writing	E	A

Skills and Knowledge	14. Advanced analytical and judgement skills including understanding and application of complex statistical and numerical data.	E	A
	15. Proficient in the use of Microsoft products in particular Word, Excel and PowerPoint	E	A/I
	16. Experience in the use of project planning software e.g. MS Project	D	A
	17. Advanced communication skills both written (complex report writing) and spoken, including formal presentation / facilitation skills.	E	A/I
	18. Ability to gather and incorporate the views of service users into service change		A/I
	19. Ability to set out conclusions and recommendations clearly and concisely in a range of styles to reflect the needs of the audience.	E	
	20. Ability to present effectively to large groups including senior staff and external professional bodies.	E	A/I
	21. Ability to influence, negotiate with, and motivate senior managers and clinicians	E	I
	22. Ability to manage and work through conflict situations	E	A/I
	23. Confidently facilitate workshops, generating enthusiasm and support from participants.	E	A/I
	24. Make clear rational decisions, exercising independent judgement in a professional and competent manner	E	A/I
	25. Ability to identify and manage risks.	E	A/I
	26. Ability to create a clear project plan and prioritise workloads and resource them in response to changing demands and requirements.	E	A/I
	27. Skilled in use of Statistical Process Control (SPC)	E	A/I
Aptitudes, Personal Characteristics	1. Able to work with a great degree of flexibility, adaptability and initiative.	E	I
	2. Maintain a professional approach with a strong sense of quality and can lead by example.	E	I
	3. Self-aware, self-motivated, proactive and a team player	E	A/I
	4. Credible opinion former with strong influencing skills including in situations where the post holder does not have line management authority.	E	I
	5. Interact with a variety of organisational levels, adapting style accordingly.	E	A/I
	6. Enthusiastic and target-focused, with an ability to build effective working relationships at a number of levels.	E	A/I