ROLE PROFILE

Role Title:	**Portfolio / Programme / Project Manager**
Rank/Grade:	**(B) PO3 (C) MB2 (H) A6**
Job Family:	**Professional**
Reporting to:	**Change Lead**
Main purpose of the role:	The Portfolio / Programme / Project (P3) Manager is the individual responsible for coordinating complex change and continuous improvement activity. The P3 Manager directly leads and manages a professional and effective Continuous Improvement Team incorporating P3 management, business analysis and continuous improvement services and matrix manages the activities of multi-disciplinary teams, with authority and responsibility to run activities on a day-to-day basis. The P3 Manager has an important role in interfacing between the project and the business- / supplier- side in terms of communicating and encouraging the need for transformation and change in the business in tandem with the delivery of the new capabilities. To contribute to achieving the vision, purpose and values of Bedfordshire Police, Cambridgeshire and Hertfordshire Constabularies.

Key Responsibilities
- Establishing and servicing the needs of portfolio / programme / project governance including working closely with the Senior Responsible Officer / Change Lead.   - Designing and applying appropriate portfolio / programme / project management and continuous improvement standards   - Direct, manage and develop Continuous Improvement professionals to enable them to provide high quality service and meet customer requirements, managing resilience and staffing levels.   - Directing any matrix team members in delivering products in an effective, considerate and cost effective manner.   - Managing the production of the required portfolio / programme / project deliverables.   - Planning and monitoring change and continuous improvement portfolios, programmes and projects (i.e. time, cost and quality) within agreed tolerances.   - Preparing and maintaining the portfolio, programme and project plans as required.   - Managing portfolio, programme and project risks, including the development of contingency plans.   - Liaison with the teams and related programmes / projects to ensure that work is neither overlooked nor duplicated.   - Monitoring overall progress and use of resources, initiating corrective action where necessary.   - Applying change control and any required configuration management processes.   - Reporting through agreed reporting lines on portfolio / programme / project progress through Highlight Reports and End-Stage Assessments.   - Liaison with appointed assurance representatives to assure the overall direction and integrity of the portfolio, programme and / or project.   - Maintaining an awareness of potential interdependencies with other programmes and projects and their impact.   - Producing terms of reference for external consultants ensuring that their outputs meet the agreed needs.   - Quantifying business benefits and establishing clear performance goals/ metrics.   - Conducting Post Implementation Reviews as required in conjunction with the Business Benefits function.   - Using highly-developed influencing and communication skills to ensure that senior managers choose to cooperate and enable strategic changes to be delivered and their benefits to be maximised.   - Providing support, coaching and mentoring to force personnel involved in continuous improvement, planning and implementation activities.

ROLE PROFILE

Agile Working	To be decided
Psychological Assessment	
Return on Investment	
Limited Duties	

Financial e.g. limits/mandates	**Non-financial e.g. staff responsibility**
• None	• Line management responsibility for staff and/or officers

Entry Requirements
- Educated to degree level or similar equivalent experience.
- Significant previous experience in a post where change portfolio, programme, project or continuous improvement management formed a major part of the role.
- Demonstration of effective application of portfolio, programme or project management standards to deliver large-scale change initiatives
- Demonstration of effective application of continuous improvement techniques
- Experience of working on multiple change or continuous improvement initiatives concurrently
- Experience of preparing business cases with significant investment / return.
- Ability to establish good working relationship with the SRO / Executive including negotiating, influencing and presenting at this level.
- Understanding of risk and quality management processes.
- Ability to direct, manage and motivate analysts and project teams.
- Experience of planning and managing the deployment of physical and financial resources to meet milestones.
- Demonstration of building and sustaining effective communications with other roles involved in business change and continuous improvement as required.
- Excellent written and verbal presentation skills at all levels including external organisations.
- Ability to deliver in a matrix management environment.
- Proven record of establishing solutions which meet customers' requirements and deliver the expected business benefits.

Any other General Requirements/Scope
- This role requires the post holder to have a valid UK driving licence / the ability to travel to different locations across Bedfordshire, Cambridgeshire and Hertfordshire.
- If using a private vehicle then business insurance needs to be organised by the individual.
- On occasion the role holder may be required to work additional hours to meet delivery requirements.
- Vetting is required, as advised by the vetting unit.
- The post holder will be expected to undertake training as and when required.
- The post holder will be expected to comply with health and safety requirements.

Obligatory Requirements
- Before commencement of this appointment, this role is subject to medical assessment. For some roles health screening or surveillance may be required on a regular basis, as identified by line manager risk assessments.
- There is a requirement for the role holder to meet the probationary objectives set.

ROLE PROFILE

Personal Qualities(Behavioural Competencies)
I consider the perspectives of people from a wide range of backgrounds before taking action. I adapt my style and approach according to the needs of the people I am working with, using my own behaviour to achieve the best outcome. I promote a culture that values diversity and encourages challenge. I encourage reflective practice among others and take the time to support others to understand reactions and behaviours. I take responsibility for helping to ensure the emotional wellbeing of those in my teams. I take the responsibility to deal with any inappropriate behaviours.
We take ownership
I proactively create a culture of ownership within my areas of work and support others to display personal responsibility. I take responsibility for making improvements to policies, processes and procedures, actively encouraging others to contribute their ideas. I am accountable for the decisions my team make and the activities within our teams. I take personal responsibility for seeing events through to a satisfactory conclusion and for correcting any problems both promptly and openly. I actively encourage and support learning within my teams and colleagues.
We are collaborative
I manage relationships and partnerships for the long term, sharing information and building trust to find the best solutions. I help create joined-up solutions across organisational and geographical boundaries, partner organisations and those the police serve. I understand the local partnership context, helping me to use a range of tailored steps to build support. I work with our partners to decide who is best placed to take the lead on initiatives. I try to anticipate our partners' needs and take action to address these. I do not make assumptions. I check that our partners are getting what they need from the police service. I build commitment from others (including the public) to work together to deliver agreed outcomes.
We deliver, support and inspire
I give clear directions and have explicit expectations, helping others to understand how their work operates in the wider context. I identify barriers that inhibit performance in my teams and take steps to resolve these thereby enabling others to perform. I lead the public and/or my colleagues, where appropriate, during incidents or through the provision of advice and support. I ensure the efficient use of resources to create the most value and to deliver the right impact within my areas. I keep track of changes in the external environment, anticipating both the short- and long-term implications for the police service. I motivate and inspire others to achieve their best.
We analyse critically
I ensure that the best available evidence from a wide range of sources is taken into account when making decisions. I think about different perspectives and motivations when reviewing information and how this may influence key points. I ask incisive questions to test out facts and assumptions, questioning and challenging the information provided when necessary. I understand when to balance decisive action with due consideration. I recognise patterns, themes and connections between several and diverse sources of information and best available evidence. I identify when I need to take action on the basis of limited information and think about how to mitigate the risks in so doing. I challenge others to ensure that decisions are made in alignment with our mission, values and the Code of Ethics.
We are innovative and open-minded
I explore a number of different sources of information and use a variety of tools when faced with a problem and look for good practice that is not always from policing. I am able to spot opportunities or threats which may influence how I go about my job in the future by using knowledge of trends, new thinking about policing and changing demographics in the population. I am flexible in my approach, changing my plans to make sure that I have the best impact. I encourage others to be creative and take appropriate risks. I share my explorations and understanding of the wider internal and external environment.