JOB DESCRIPTION

JOB TITLE:	**SENIOR PROJECT TRANSFORMATION SPECIALIST**
BAND:	**7**
DEPARTMENT:	**INNOVATION AND TRANSFORMATION**
DIRECTORATE:	**DIGITAL**
REPORTING TO:	**RESPECTIVE SENIOR PROGRAMME MANAGER**
ACCOUNTABLE TO:	**PROGRAMME PORTFOLIO LEAD**

JOB SUMMARY

The Senior Project Transformational Specialist is a key member of the Innovation and Transformation Team and will act as a senior lead for the more complex new and/or large project transformations within the Digital Programme Portfolio using expert subject matter experience and knowledge.

This role will lead and deliver transformation projects within the Trustwide digital programme portfolio, as designated by the respective Senior Programme Manager. This will include establishing clinical and business requirements, process mapping, analysing and reviewing processes, establishing innovative solutions and developing action plans for improvement projects and implementation of new technologies across the organisation.

The postholder will work in close collaboration with Senior Programme and Project Managers and project teams and liaise with key internal and external stakeholders.

The teams could consist of:
- System suppliers
- Key project stakeholders
- Technical resources
- Clinician and non-clinical staff
- Partner providers
- People Participation
- Project staff responsible for the implementation of key ITIL processes such as Knowledge Management and Change and Service Asset and Configuration

KEY RESPONSIBILITIES

- Act as the overall owner of the more complex new and/or larger specific projects including requirements managements, process analysis and process improvement
  Key areas of focus:
    - Using various techniques to provide both functional and non-functional requirements by the use of e.g. observation/shadowing, interviews, workshops, document analysis etc.
    - Documenting user requirements in a manner that both the business and technical stakeholders will be able to understand.
    - Current State 'AS-IS' > Future State 'TO-BE' process mapping, analysing and reviewing business processes from end to end in order to identify improvement opportunities.

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> Documenting business process using industry standard methodology e.g. process flow, user journey, SOPs, training materials etc.
> Using the RACI approach to manage stakeholder expectations.
> Conducting Gap Analysis.
> Knowledge and understanding of Target Operating Models.

- Responsible for maintaining the transformation projects governance arrangements to ensure a robust audit trail throughout the lifecycle covering requirements analysis, functional design, user testing and supporting business change to create and present project related RFCs for approval to Change Control Committees
- Work closely with the programme teams, Senior PMO Specialist, Digital Operations Teams including Transformation and Deployment Systems team, Digital leadership team and other project managers within the Innovation and Transformation Team, to ensure all new or large-scale transformation projects are scheduled appropriately.
- Ensure effective engagement and communication with all technical and non-technical stakeholders both internal (such as clinical and nonclinical) and external (such as people participation, partner providers and suppliers)
- Responsible for resolving issues and risks that arise during the project(s) *including failover/disaster planning, process documentation and testing* escalating to Senior Programme Manager accordingly.
- Act as an ambassador for the Trust, ensuring the positive development of the Trust brand, championing the Trust's values

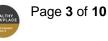| MAIN DUTIES AND RESPONSIBILITIES	
Management/ Leadership	- Matrix management of technical resources and project stakeholders. - Reporting/communicating progress to the relevant Project Board, Change Control Committees, external and internal governing bodies and other stakeholders. - Liaising with the Digital Operations Leads including Transformation and Deployment Systems Administration Specialist Teams. - Liaising with operational teams and corporate functions - Manage and facilitate effective end to end business change management. - Manage several project transformations to successful implementation in parallel with each other. - Implementation of and ensure adherence to Trust policies and processes for the management of business analyse and change - Manage a constant stream of conflicting priorities utilising exceptional organisation or communication skills, ensuring that complex technical information can be explained in non-technical / business terms. - Work in partnership with colleagues across the Trust to drive the achievement of the Trust's corporate goals and business plan, including the achievement of all the relevant performance standards incorporating quality, safety, contractual, financial and people
Human Resources	- Build, motivate and inspire a sense of ownership for projects within the team - Establish and maintain strong staff commitment within the transformation lifecycle to deliver and improve services. - Ensure that all staff receive appropriate education or training

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	opportunities which supports the workforce strategy and therefore, the strategic aims of the Trust
Performance and Quality	**Service Delivery and Improvement** • Responsible for initial evaluation of opportunities to ensure the benefits case is viable. Upon approval, document and manage user requirements according to the stated outcomes of the project. • Understand how existing systems support current business processes and redesign them accordingly. • Build effective relationships with both business sponsors, stakeholders and digital suppliers in order to both support and challenge 'wants and needs' and negotiate on fundamental issues of design. • Contribute to the development of improved digital project disciplines through working with digital colleagues, third party providers and key stakeholders. Specifically design improved analysis and requirements management processes. • Undertake detailed business analysis on both evaluation activity and formalised project work. Where approval is given to proceed; provide business analysis support throughout the lifecycle covering requirements analysis, functional design, user testing and supporting business change. • Specifically gather user requirements through initiation of 1-2-1 stakeholder sessions or facilitated workshops. Support the project by modelling functional and data requirements using structured analysis techniques. Produce documentation that aids business comprehension and sign off whilst providing sufficient level of detail to engage with internal technical teams and third party digital suppliers. • Provide key inputs to the respective Senior Programme Manager, Project Manager and third party suppliers in advising on technical feasibility and costs validated against the business case to ensure viability. Contribute on an on-going basis to queries and points of clarification as the project progresses. • Support the user acceptance testing (UAT) by assisting in the development of scenarios, test runs and test scripts. Help to determine expected results and verify actual results. • Provide guidance to the impacted areas of the business in how to best manage the transition and on-going operation of new systems and processes. • Provide support and guidance in ensuring a smooth transition internally from the Business Solutions function to Digital Services for on-going management of the operation. • When required, undertake third party software package evaluation using formal evaluation techniques. • Facilitate and coordinate the analysis and testing requirement as part of the Programme

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- Develop a network of relationships with key people and user groups across the Trust. In doing so, build increased knowledge of the Trust operations and how technology interacts.
- Specifically work with designated stakeholders to analyse, research and document requirements.
- Present potentially highly complex or sensitive information in an understandable format to a broad group of individuals and stakeholders.
- Through facilitation, formulate and agree with stakeholders a definitive statement of requirements, using own knowledge, skills and expertise to positively influence others in reaching agreement as appropriate.
- Maintain effective communications with stakeholders throughout the project in assessing agreed changes to scope and impacts to working practices.
- Develop and deliver presentations to senior stakeholder project boards as required.
- Proactively monitor and develop timely and accurate status reports (written and verbal) for Senior Programme Manager using Trust proved project templates
- Act as an effective translator between the user community and technical community including third party digital suppliers and in doing so build credibility, rapport and respect in the eyes of these communities.
- Communicate complex technical issues to non-technical staff at all levels in a manner that enables understanding.
- Ensure sponsors and stakeholders are engaged fully in the delivery of the stated outcomes.
- Provide detailed timeline and work estimates of the analysis and testing phases to assess overall delivery timescales.
- Maintain an awareness of the strategic aims of the Trust through a detailed understanding of the operations in conjunction with technology capabilities, identify new opportunities that further advance the strategy.
- Remain updated with all Trust Policies and working practices.

Risk Management and Governance
- Lead a culture within specific project team that ensures that all technical and operational employees comply with Trust policies and guidelines
- Support the senior programme manager and other team leads in the delivery of the governance plan for the department
- Work collaboratively with colleagues to ensure that effective governance arrangements and performance management systems are in place for all projects
- Work collaboratively with colleagues to ensure that all risks are identified, monitored, escalated and that mitigation arrangements are in place. Where appropriate, included on the organisational risk register and are progressed appropriately to reduce the risk profile
- Work collaboratively with colleagues to address complaints and incidents appropriately, lead the learning from such events to ensure

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	that learning is achieved across the department
	Corporate • Use specialist knowledge and experience to ensure that decisions taken are in the Trust's best interests • Work with colleagues to facilitate corporate and service line performance through realistic, cross referenced and measurable objectives • Put the interests of the Trust before any interest to a specific area of responsibility, and to participate fully in the department's collective decision-making as a team member rather than as a functional or professional advocate • Hold a 'corporate' leadership role for delivery of cross cutting agendas that defines ways of working between service lines and shapes individual and joint roles across the organization
Financial and Physical Resources	• As part of documenting requirements, clearly align these to financial and non-financial benefits. At all times maintain a focus on the stated aims of the business case and challenge stakeholders if requirements are viewed as divergent. • Adhere to Standing Financial Instructions and all Trust financial policies including the proper creation and approval of relevant supplier purchase orders and invoices. • In collaboration with finance manager, responsible for preparation of finance related benefits realisation for new and/or large scale transformation for submission to Change Control Committees for approval • Responsible for tracking and reporting progress against planned benefits realisation to ensure compliance with the forecasted expectations and address any variance with corrective actions. • Develop capital bids and contribute to Trust business cases for submission to the respective senior programme manager for the relevant committees)
Personal Skills and Qualities	• Good analytical and problem-solving skills – ability to analyse complex data/information and make judgements/draw conclusions • High level of attention to detail • Ability to work independently and make autonomous decisions • Strong communication skills both written and verbal – able to provide and receive sensitive information and use persuasion, influencing and negotiation with individuals and groups including stakeholders • Ability to embrace, lead and drive change • Ability to organise and prioritise own workload and direct the work others and adjust plans as required both in the short and long term • Able to work flexibly to meet the demands of the role • Demonstrates a strong desire to improve performance and services • A willingness to maintain and acquire new skills in the area of project management • Enthusiasm for working collaboratively with other departments and organisations.

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JOB DESCRIPTION AGREEMENT

This job description is intended as a guide to the main duties of the post and is not intended to be a prescriptive document. Duties and base of work may change to meet the needs of the service or because of the introduction of new technology. This job description may be reviewed from time to time and changed, after consultation with the postholder..

Statement on Employment Policies

In addition to the requirement of all employees to co-operate in the implementation of Employment related policies, your attention is drawn to the following individual employee responsibilities:-

Health and Safety	Under the Health & Safety at Work Act 1974 it is the responsibility of individual employees at every level to take care of their own health and safety at work and that of others who may be affected by their acts at work, and to co-operate with management in complying with health and safety obligations, particularly by reporting promptly any defects, risks or potential hazards.
Equal Opportunities	ELFT is committed to equality of opportunity for all employees, job applicants and service users. We are committed to ensuring that no one will be discriminated against on the grounds of race, colour, creed, ethnic or national origin, disability, religion, age, sex, sexual orientation or marital status. The Trust commits itself to promote equal opportunities and value diversity and will keep under review its policies, procedures and practices to ensure that all employees, users and providers of its services are treated according to their needs. For management posts, to ensure that within their service area fair employment practice and equality of opportunity are delivered.
Dealing With Harassment/ Bullying In The Workplace	The Trust believes employees have the right to be treated with respect and to work in a harmonious and supportive working environment free from any form of harassment and / or bullying. The Trust has taken positive steps to ensure that bullying and harassment does not occur in the workplace and that procedures exist to resolve complaints as well as to provide support to staff. It is your responsibility as an employee to abide by and support these steps so all employees can work in a harmonious, friendly and supportive working environment free of any harassment or intimidation based on individual differences. Disciplinary action will be taken against any member of staff found to be transgressing the Dignity at Work Policy.
No Smoking	To refrain from smoking in any of the organisations premises not designated as a smoking area. 'East London Foundation Trust is a Smokefree Trust – this means that staff must be smokefree when on duty or otherwise in uniform, wearing a badge or identifiable as ELFT staff or undertaking trust business.'
Alcohol	To recognise that even small amounts of alcohol can impair work performance and affect ones ability to deal with patients and the public in a proper and acceptable manner. Consumption of alcohol during work hours in not permitted.
Confidentiality	As an employee of the Trust the post-holder may have access to confidential information. The postholder must safeguard at all times, the confidentiality of information relating to patients/clients and staff and under no circumstances should they disclose this information to

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an unauthorised person within or outside the Trust. The post-holder must ensure compliance with the requirements of the Data Protection Act 1998, Caldicott requirements and the Trust's Information and IM&T Security Policy.

To safeguard at all times, the confidentiality of information relating to patients/clients and staff.

General Data Protection Regulation (GDPR)	To maintain the confidentiality of all personal data processed by the organisation in line with the provisions of the GDPR. As part of your employment with East London Foundation Trust, we will need to maintain your personal information in relation to work on your personal file. You have a right to request access to your personal file via the People & Culture Department.
Safeguarding	All employees must carry out their responsibilities in such a way as to minimise risk of harm to children, young people and adults and to safeguard and promote their welfare in accordance with current legislation, statutory guidance and Trust policies and procedures. Employees should undertake safeguarding training and receive safeguarding supervision appropriate to their role.
Service User and Carer Involvement	ELFT is committed to developing effective user and carer involvement at all stages in the delivery of care. All employees are required to make positive efforts to support and promote successful user and carer participation as part of their day to day work.
Personal Development	Each employee's development will be assessed using the Trust's Personal Development Review (PDR) process. You will have the opportunity to discuss your development needs with your Manager on an annual basis, with regular reviews.
Quality Improvement	The Trust encourages staff at all levels to engage in the Trust's approach to quality through quality improvement projects and quality assurance.
Professional Standards	To maintain standards as set by professional regulatory bodies as appropriate.
Conflict of Interests	You are not precluded from accepting employment outside your position with the Trust. However such other employment must not in any way hinder or conflict with the interests of your work for the Trust and must be with the knowledge of your line manager.
Risk Management	Risk Management involves the culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects. Every employee must co-operate with the Trust to enable all statutory duties to be applied and work to standards set out in the Risk Management Strategy.
Personal and Professional Development/Investors in People	The Trust is accredited as an Investor in People employer and is consequently committed to developing its staff. You will have access to appropriate development opportunities from the Trust's training programme as identified within your knowledge and skills appraisal/personal development plan.
Infection Control	Infection Control is everyone's responsibility. All staff, both clinical and non-clinical, are required to adhere to the Trusts' Infection Prevention and Control Policies and make every effort to maintain high standards of infection control at all times thereby reducing the burden of all Healthcare Associated Infections including MRSA. In particular, all staff have the following key responsibilities: Staff must observe stringent hand hygiene. Alcohol rub should be used on entry to and exit from all clinical areas. Hands should be washed before and after following all patient contact. Alcohol hand rub before and after patient contact may be used instead of hand washing in some clinical situations.

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	Staff members have a duty to attend infection control training provided for them by the Trust as set in the infection control policy. Staff members who develop an infection that may be transmissible to patients have a duty to contact Occupational Health.

PERSON SPECIFICATION

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BAND:	7 (TBC)
DEPARTMENT:	INNOVATION AND TRANSFORMATION TEAM
DIRECTORATE:	DIGITAL
REPORTING TO:	SENIOR PROGRAMME MANAGER
ACCOUNTABLE TO:	PROGRAMME PORTFOLIO LEAD

ATTRIBUTES	CRITERIA	ESSENTIAL/ DESIRABLE	SELECTON METHOD (S/I/T)
Education/ Qualification/ Training	• Relevant Digital Degree or equivalent knowledge and relevant experience in specialty	E	S/I
	• Recognised Business Analysis qualification eg BCS or has equitable work based experience	E	S/I
	• Management/leadership qualification or equivalent experience	D	S/I
	• Evidence of continued professional development	E	
	• ITIL qualification??	D	S/I
	• Lean 6 Sigma – Green Belt??	D	S/I
	• Agile qualification??	D	S/I
Experience	• Significant experience of business process design capability	E	S/I
	• Significant experience of implementing formal business analysis techniques to improve consistency and quality of delivery	E	S/I
	• Experience of providing project management support to large projects from start to completion which included management of design, deployment and implementation of digital systems	E	S/I
	• High level of analytical and numeracy skills to inform complex and sensitive decision making	E	S/I
	• Completion of complex stakeholder analysis	E	S/I
	• Contribute to development of capital bids and business cases and change proposals	E	S/I
	• Adapting to different projects within a changing environment	E	S/I
	• Successful delivery of managing digital	E	S/I

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	change across health or social care settings or equivalent		
	• Project initiation through to sign off following agreed business management methodology principles	E	S/I
	• Delivering communication plans to ensure engagement, co-production and collaboration.	E	S/I
	• Produce reports and documentation for boards and other relevant governing committees or equivalent	E	S/I
	• Tracking and reporting of project benefits realisation	E	S/I
	• Managing, leading and motivating large teams in business change within changing environment	E	S/I
	• Implementing national changes as required	E	S/I
	• Managing risks, issues, dependencies and constraints in projects	E	S/I
Knowledge and Skills	• High level of communication skills with strong negotiation and influencing skills	E	S/I
	• Excellent interpersonal skills and a proven track record in developing and sustaining relationships with different customer groups at varying levels. Ability to challenge colleagues in an effective way.	E	S/I
	• Excellent presentation and facilitation skills delivering complex, sometimes contentious information to key business sponsors/stakeholders/senior managers	E	S/I
	• Ability to write comprehensive, clear and concise specifications and project documentation	E	S/I
	• Ability to meet deadlines in a challenging and resource lean environment.	E	S/I
	• Developed analytical and problem solving skills, able to analyse complex situations and devise plans accordingly	E	S/I
	• Ability to work under demanding timescales and remain calm under pressure.	E	S/I
	• Able to capture, document and manage business requirements in an unambiguous way.	E	S/I
	• Advanced knowledge and use of Microsoft office applications e.g., VISIO, Project, Excel, PowerPoint	E	S/I
	• Detailed knowledge of business analysis tools and techniques and their practical operation	E	S/I
	• Project management methodology eg. PRINCE 2 or MSP or equivalent	D	S/I
	• RACI Approach	D	S/I
	• Business Analysis Approach	D	S/I
	• Gap Analysis	E	S/I
	• Knowledge of Digital infrastructure	E	S/I
	• Good specialist knowledge of working in a Digital Support environment.	E	S/I

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	• Working knowledge of financial processes	E	S/I
	• Good understanding of the current NHS agenda and healthcare policy	D	S/I
Personal	• Ability to think logically	E	S/I
	• High level of attention to detail	E	S/I
	• Passionate on project delivery	E	S/I
	• Able to motivate and influence people of all levels	E	S/I
	• Enthusiastic about digital and its role in improving patient experience and operational efficiencies and effectiveness	E	S/I
	• Effective team player	E	S/I
	• Work flexibly to accommodate project delivery	E	S/I

S: Shortlisting   I: Interview   T: Test

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