

BT Lancashire Services

Solution Delivery Manager

Date 21st January 2016

JOB TITLE	Solution Delivery Manager
LOCATION	Preston
GRADE	Grade 12
DIRECTLY RESPONSIBLE TO	Head of Design and Implement
DIRECTLY RESPONSIBLE FOR	Up to 10 staff, including Principal ICT Designer/Engineer or Senior ICT Designer/Engineer
THIS POST IS SUBJECT TO DISCLOSURE	No
PRIMARY PURPOSE OF THE JOB	<p>As a Solution Delivery Manager you will manage a diverse portfolio of Requests for Proposal from both BTLS and its customers. The portfolio will range from very large, complex ICT projects of value £1M+, through to large (£100K+) projects, high volumes of small to medium size projects (£20K to £100K) and all other change work, such as consultancy, work packages, and supporting tasks.</p> <p>The Solution Delivery Manager will have staff management responsibility for a team of ICT solution design, implementation engineering and project co-ordination staff. The Solution Delivery Manager will typically have a team of between 15 to 40 FTE.</p> <p>The Solution Delivery Manager will manage all resources, departmental and project budgets, issues and risks, and project standards issues for the successful delivery of their portfolio area.</p> <p>The Solution Delivery Manager will be expected to work with a high degree of autonomy and to plan up to 12 months in advance in relation to resourcing, budgets and the content of complex projects.</p>

Main Areas of Responsibility

- Managing a portfolio of projects, consultancy, work packages, and supporting tasks to achieve revenue, cost and customer satisfactions targets set.
- Drive the delivery of high volumes of medium / high complex undefined solutions.
- Manage the delivery and prioritisation of pre-sales work within the agreed solution area.
- Manage the service delivery of high volume change requests, resource requests and consultancy within the agreed solution area.
- Manage and motivate a large, diverse team of ICT professionals to produce highly effective results.
- Ensure strategic and benefit-led projects are successfully managed, taking part in business case development, delivery and benefits management
- Ability to manage high levels of ambiguity when dealing with how to implement a portfolio of projects.
- New suppliers likely to be selected and managed.
- Proven ability to build and maintain long term stakeholder support.
- Ability to build relationships/ (speak language of) at programme board level.
- Excellent communication skills, including presenting and writing reports.
- Manage a team of senior ICT professionals (including Senior Project Managers, Project Managers, Principal ICT Designers/Engineers, Senior ICT Designers/Engineers) providing leadership, motivation, control to ensure that they deliver on their objectives in an effective and efficient manner and in line with the strategic vision
 - Provide immediate line management and supervision for the team in all matters relating to performance, conduct and attendance.
 - Manage and prioritise the workloads of the team against agreed targets
 - Monitor the work undertaken and schedule tasks

JOB DESCRIPTION

- To meet performance and quality targets for speed, efficiency and incident resolution and monitor the quality and effectiveness of contact and referrals, identify any under-performance and take appropriate action.
- Develop performance and quality measures ensuring that a performance culture is instilled into the operational service and closely monitored
- To ensure that employees are well informed, supported and motivated
- To develop, disseminate and implement guidance for the team
- To prepare, monitor and review the training needs of staff, and undertake appraisal interviews and return to work interviews with staff to monitor and continuously improve performance
- To ensure that all members of the team have the opportunity to contribute to the continued success and development of the existing and integrated service by obtaining staff feedback, ideas and suggestions and reporting these to senior management as appropriate.
- Develop performance and quality measures ensuring that a performance culture is instilled into the operational service and closely monitored Defining tactical actions and strategic direction for the designated technical area, including improvements, road mapping and obsolescence, identifying and designing innovative service improvement initiatives.
- Identifying areas of opportunity to reduce costs where appropriate.
- Mentor, support and provide guidance to ICT Engineers/Designers, Analysts and ICT Technicians on the delivery of individual projects
- Provide coaching and mentoring to Project Managers in all aspects of the professional discipline of project management
- Provide a lead in the development of the skills required to deliver ICT Services
 - Identifying training courses for ICT Engineers/Designers, Analysts, and Project staff
 - Supporting the development of ICT Engineers/Designers, Analysts and Project staff

Other

JOB DESCRIPTION

- Undertake, wherever required, other responsibilities and duties including work related to 3rd party external business, on behalf of the company, where this is commensurate with the grade of the post. This may entail working from other locations.
- Be responsible for ensuring that all duties and responsibilities comply with all statutory requirements and with policy and procedure.

Due to the changing nature of the business, this job description serves as a framework to outline the main areas of responsibility at the time of writing. It is not intended to be either prescriptive or exhaustive and will inevitable change.

Prepared by: **Mike Tyrie**

Date: **21st January 2016**

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PORTFOLIO: BT Lancashire Services
SERVICE: ICT
JOB TITLE: Solution Delivery Manager
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Notes to applicant: In your application, you should provide evidence of meeting all points on the person specification, particularly those marked * as they are key criteria.

CRITERIA	KNOWLEDGE AND SKILLS	METHODS OF ASSESSMENT
Qualifications and Training	<ol style="list-style-type: none"> 1. Prince2 Practitioner 2. Managing Successful Programmes (Foundation level or better) 3. Educated to degree level, or equivalent in a technical subject 	(A,I)
Experience	<ol style="list-style-type: none"> 4. Extensive delivery of major ICT projects and programmes * 5. Line-managed large (over 20 FTE) teams of ICT staff 6. Experience of successfully managing multi-disciplinary ICT service teams to deliver high volumes of project and change work * 7. Wide appreciation of ICT technology and how ICT supports delivery of business strategy 8. Mentoring of senior and junior staff across a range of technology and non-technology disciplines 9. Creation and presentation of complex project and / or service plans * 	(A,I)
Skills/Abilities	<ol style="list-style-type: none"> 10. Ability to manage high levels of ambiguity when dealing with how to implement a portfolio of projects; able to translate this ambiguity in to a coherent programme of work and projects, often up to 12 months in advance 11. Ability to prioritise in conjunction with BTLS management, customers and suppliers 12. Ability to perform resource management for large (over 20 FTE) teams * 13. Ability to work autonomously with minimal guidance from senior BTLS management 	(A,I)

PERSON SPECIFICATION

	<ol style="list-style-type: none"> 14. Ability to understand and demonstrate the strategic perspective in implementing ICT solution and contribute to strategy * 15. Ability to produce and present high quality reports * 16. Extensive diverse team leadership e.g. PMO, implementation managers, solutions architects, analysts and other subject matter experts 17. Can lead risk workshops and employ other techniques in support of risk management * 18. Ability to plan for and manage risks across a programme or portfolio of projects; and take swift, appropriate and decisive action to address issues * 19. Able to monitor and govern budgets for a programme or portfolio of projects in line with BT Lancashire Services financial principles and processes * 20. Guide and mentor project managers and oversee delivery of projects undertaken by them * 21. Line management of a range of ICT disciplines 22. Ability to develop, execute and govern resource plans for a programme or portfolio of projects up to 12 months in advance * 23. Ability to communicate at all levels 24. Innovation early in the delivery cycle to avoid rather than solve problems 25. Act on project lessons learned and ensure reuse of change services to minimise the need for bespoke project delivery * 26. Win support for implementation strategy across client and own organisation and ownership of all elements to deliver the benefits 27. Proven good customer management skills and ability to build relationships at all levels 28. Ability to select and manage third-party suppliers for the delivery of major components within projects and programmes 29. Ability to work in professional and tactful manner when dealing with staff and clients 30. Ability to develop trusted relationships with internal and external customers, senior managers and external partners* 31. Ability to meet strict deadlines, working under pressure and be responsive to changing priorities* 32. Ability to display resilience, energy, reliability and composure, often under pressure* 33. Develop strong business cases for key projects and initiatives 34. Identifies and acts upon potential business opportunities or feeds them to the right colleagues across BTLS 35. Manages resources actively in order to optimise productivity and utilisation * 36. Finds appropriate resources and opportunities to support progress * 	
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PERSON SPECIFICATION

	<p>37. Takes responsibility for solving customer challenges, regardless of organisational boundaries *</p> <p>38. Removes barriers to Right First Time delivery to customers</p> <p>39. Adapts plans to meet changing customer priorities *</p> <p>40. Holds people accountable for execution of strategic priorities</p> <p>41. Provides a sense of urgency for delivering, whilst ensuring quality is maintained</p> <p>42. Builds effective relationships across teams that continue after task or project has finished</p> <p>43. Resolves issues that prevent effective teamwork</p> <p>44. Engages stakeholders effectively *</p> <p>45. Challenges existing ways of thinking/working and encourages others to do so *</p> <p>46. Consistently delivers on commitments, even when under pressure *</p> <p>47. Develops open and honest relationships with colleagues, customers and partners *</p> <p>48. Communicates news - good or bad - clearly, promptly and honestly *</p>	
<p>Commitment</p>	<p>49. An understanding of and a personal commitment to the Vision and Values of BT Lancashire Services. *</p> <p>50. Totally focused on service delivery and customer satisfaction</p> <p>51. Committed to continuous improvement, enabling the delivery of solutions that provide an increase in efficiency and reduced costs *</p> <p>52. Committed to working together based upon one team sharing ideas, knowledge and resources, shared understanding and mutual trust *</p> <p>53. Totally committed to the principles of equal opportunities for all</p> <p>54. Committed to improving the levels of service to all customers</p>	<p>(A,I)</p>
<p>Other</p>	<p>55. Flexibility and commitment and present a professional image at all times</p> <p>56. Committed to improving the levels of service to all customers</p> <p>57. Flexibility to attend meetings outside of normal office hours</p> <p>58. Office-based with off-site as required</p>	<p>(A,I)</p>