



## Role Profile

The Role			
Role Title:	Programme Manager Animal Journey	Reporting to (job):	Assistant Director, Transformation (Programme Director)
Legacy job titles covered by this role profile:	New Role - Fixed term contract for 2 years.	Jobs that typically report into this role:	Senior Project Manager Project Manager
Function / Org Unit	Strategy and Transformation	Job Number:	
Base and travel	Hybrid - a mixture of home base and office working. (London or the south)	Band ( <i>to be assigned by Reward</i> )	D
Role Dimensions			
Number of direct reports	Senior project Managers and contract project and programme managers, ranging from 2 - 5 over programme lifecycle	Manager/Individual Contributor:	Manager
Number of dotted line reports	5-15	Budget (Operating/Capital)	Programme budget of £5m
Total No of Reporting Staff (include all direct and indirect reports)	15	Decision Making Authority & Responsibility for Resources	<ul style="list-style-type: none"><li>• Responsible for monitoring spending of Programme budget (£2m per year).</li><li>• Making recommendations to the Executive and Board on the structure of front line services.</li><li>• Deciding on the tone and content of public and internal messaging about the changes.</li></ul>

			<ul style="list-style-type: none"><li>• Working in partnership with the Digital Technology programme to redesign the operational technology layer across the Society</li><li>• Responsible for the delivery of the programme of change, including direct line management of 3 project managers and matrix management of dozens of business resources.</li></ul>
Working Environment	Hybrid - a mixture of home base and office working. (London or the south) DSE User		
Role Purpose	<p>As a Senior Programme Manager, you will lead the largest transformation programmes in the organisation. You will oversee delivery of the various complex projects within the specific programme of work, using the RSPCAs Project Management Framework, to successfully deliver the overall programme benefits. You will also form part of the senior leadership of the RSPCA transformation team, driving forward our transformation maturity.</p> <p>You will be comfortable working across all stages of the programme lifecycle, from programme inception through to design, implementation and closure. The number of workstreams and dependencies means this programme will be complex and whilst strong project management skills are key, you'll also need to be able to provide the necessary leadership, coordination and organisation to enable a large and dispersed team to deliver the agreed outcomes. You will create a legacy of excellent cultural leadership by building the capability and confidence of our teams.</p> <p>The role develops and manages proactive, enthusiastic and delivery-oriented project teams within a matrix reporting structure. It builds and sustains key stakeholder relationships, takes ownership of the delivery across the various projects and assesses business satisfaction with delivered results.</p> <p>The role controls and reports on program / project deliverables, progress against milestones, budget, resources, risks &amp; issues in accordance with the programme / project governance framework already in place and seeks to continuously work towards delivery excellence.</p>		

<b>Principal Accountabilities</b>	<ul style="list-style-type: none"> <li>• Overall responsibility for the successful delivery of the various projects within the programme on time, to budget and of the right quality to realise benefits that align with the programme and project sponsor's expectations.</li> <li>• Control all aspects of the programme and projects from inception to implementation. Monitor and report on progress through all stages of delivery.</li> <li>• Organise and energise the senior business resources around the case for change and maintain that business commitment and engagement throughout delivery</li> <li>• Work with multiple RSPCA departments as needed, to manage and deliver cross-functional change within the programme.</li> <li>• Ensure all programme documentation aligns to standards set out by the PMO and to the quality required by the Assistant Director of Transformation.</li> <li>• Establish and run the programme governance structure and report on program progress, finances, risks and issues, escalating as appropriate</li> <li>• Identify and manage dependencies across the transformation portfolio through working with the AD Transformation and other programme leaders.</li> <li>• Create and maintain a well-structured, professional programme environment for your project teams, where each member fully understands their role and responsibilities within the program / project and is encouraged to deliver the best outcomes. (Project teams will draw upon a cross section of specialist staff from across the organisation, from Directors downward and may vary in size between 10 and 50+ members).</li> <li>• Provide strong leadership to project resources, framework partners and consultants, defining work, ensuring deadlines are understood and adhered to and that project objectives are clearly articulated and understood.</li> <li>• Motivate and develop team members through strong leadership and role modelling, identifying and agreeing training and development needs as required.</li> </ul>
<b>Key Interfaces</b>	Programme team, AD Transformation and fellow programme managers, wider Transformation Directorate , PMO, Executive leadership, senior leadership and managers across the organisation as applicable.
<b>The Person</b>	
<b>Personal Attributes and Key Competencies</b>	<p><b>Specialist knowledge</b> - Experienced in project and programme management approaches, risk management and the delivery of transformational change programmes in complex stakeholder environments.</p> <p><b>Commercial &amp; strategic thinking</b> – Commercially aware. Looks for opportunities to add bottom line value, with the ability to detect and manage risk. Demonstrates a holistic view of issues, events and activities</p>

	<p><b>Planning, action orientation &amp; results driven</b> – Organises and prioritises work, with a clear readiness to make decisions where appropriate, or escalate issues and concerns through proper channels. Take the initiative and focus on delivery.</p> <p><b>Quality orientation</b> - Shows awareness of goals and standards, follows through to ensure that quality and productivity standards are met.</p> <p><b>Influencing &amp; engagement</b> – Ability to influence, motivate and empower others in order to reach organisational goals. Solid negotiation skills</p> <p><b>Oral and written communication</b> - Speaks clearly, fluently and in a compelling manner to both individuals and groups. Designs and delivers information in a clear and concise manner, using appropriate grammar, style and language for the audience</p> <p><b>Flexibility and resilience</b> - Successfully adapts to changing demands and conditions. Maintains effective work behaviour in the face of setbacks or pressure. Remains calm, stable and in control of themselves</p> <p><b>Personal motivation</b> - Commits self to work hard towards goals. Shows enthusiasm and career commitment.</p> <p><b>Leadership</b> – Lead the project managers and senior project managers in the collective delivery against project activities and timeframes. Communicating and engaging with individuals as needed to ensure clear direction against objectives</p>
<b>Essential Key Skills, Qualifications &amp; Experience</b>	<ul style="list-style-type: none"> <li>• Degree level or equivalent professional experience</li> <li>• Certification in an industry standard project/programme management methodology such as Programme Management qualification (MSP or similar) and/or extensive experience of successfully managing programmes in a multi-discipline environment</li> <li>• Substantial programme management experience and proven successful delivery of complex enterprise wide change management projects</li> <li>• Strong partnering and stakeholder skills and the ability to influence senior leaders. Experience motivating busy senior staff to commit time and focus to a programme.</li> <li>• Experience at identifying and articulating strategic solutions to challenges. Thinking beyond the project and programme to wider business impact and benefit.</li> <li>• Excellent team player who works collaboratively across all stakeholder groups, supporting on a group and individual level</li> <li>• Experience of developing and monitoring the delivery of strategic implementation plans in complex business or not for profit environments.</li> <li>• Exceptional communication and engagement skills demonstrated at all levels of the organisation</li> <li>• Strong planning and organisation acumen with the ability to simultaneously manage a number of challenging projects and issues.</li> </ul>

	<ul style="list-style-type: none"> <li>• Current experience of technology concepts and establishing and promoting strategy and driving technological change</li> <li>• Experience of leading a team of people to deliver against a changing agenda and driving for success</li> </ul>
<b>Desirable Key Skills Qualification &amp; Experience</b>	<ul style="list-style-type: none"> <li>• Charity / non profit sector experience</li> <li>• Experience managing enterprise change projects in a charity</li> <li>• Ability to use Google to create and edit documents, spreadsheets, emails, project plans and presentations</li> </ul>
<b>Personal commitment to:</b>	<p><b><u>While at work all staff are required to:</u></b></p> <ul style="list-style-type: none"> <li>• Adhere to the Society's charitable objectives which are to promote kindness and prevent cruelty to animals.</li> <li>• Understand and comply with the Society Code of Conduct.</li> <li>• Take care of their own health and safety and that of others who may be affected by their acts and omissions.</li> <li>• Cooperate with Society policies and procedures.</li> <li>• In addition to your normal duties, you may occasionally be required to undertake such other reasonable duties as necessary to meet the needs of the Society.</li> </ul>
<b>RSPCA Core Values</b>	<p>Our values for our employees, volunteers, trustees, branches and future members of our Community Engagement Programme guide everything that we do.</p> <p>They also guide how we work to rescue and care for animals and how we work with individuals, families, communities and other organisations.</p> <p><b>We are compassionate:</b> we care deeply about the lives of animals, we have empathy for people, we act with kindness and consideration at all times</p> <p><b>We are inspirational:</b> we are life changing, we inspire by taking the lead, we speak up when others don't, we take brave decisions, we change animals' lives for the better.</p> <p><b>We are committed:</b> we never give up, we have energy and determination, we rescue animals from cruelty and neglect, give them new opportunities and support others in doing so, and advocate for all animals at risk of harm.</p> <p><b>We are experts:</b> we have expert knowledge which we willingly share, we act on the basis of evidence, we underpin our decisions and actions with science, data and experience.</p> <p><b>We act with integrity:</b> we are honest and trustworthy, we act with integrity, we do what's right.</p>

## Creation and Authorisation

*Statements in this Role Profile are intended to reflect, in general, the duties and responsibilities of the position, but are not to be interpreted as totally inclusive.*

<b>Profile written by:</b> Emily Tierney	<b>Role:</b> Director of Strategy & Transformation	<b>Date:</b> 1/7/22
<b>Approved by (operations):</b>	<b>Role:</b>	<b>Date:</b>
<b>Approved by (HR):</b> Lauren Burnett	<b>Role:</b> HRBP	<b>Date:</b> 1/7/22
<b>Date Job last evaluated:</b> July 2022		