



Head of Programme Management – Job Description

(Job Code and Level: EPRG006)

Definition:

Programmes is defined as: Co-ordinating and controlling projects from concept to post production launch of new and modified components and vehicles ensuring delivery to timing deadlines, cost and quality.

This role may exist within larger Programme Management organisations, however it may be part of the Head of Manufacturing role in smaller organisations.

Overall Purpose of the Role:

Responsible for providing the lead on major multi million programme launches for a number of strategic customer engagements, driving the development and delivery of client programmes from cradle to grave including engineering changes. Work with business stakeholders on identifying, validating and implementing concepts, define guidelines for stakeholder management and communication, and align project outcomes with overall business and key stakeholder requirements. Contribute directly to the overall organization and business strategy both in terms of project delivery frameworks, governance and interfaces with the other functional areas of the business. Lead, manage and develop their team in its contribution to the achievement of the department's objectives and provide clear direction and support in the development and delivery of its products. Ensure progress is monitored, risks identified and appropriate mitigation against non-delivery is invoked. Create and manage programme plan gateways, functional milestones and deliverables, managing constraints to ensure delivery to programme timing and budget with maximum effectiveness to achieve good customer relationships that will ultimately maximise long term profit.

Key Responsibilities:

Strategy and Development

- Overall responsibility for Programme Management activities across the business

- Create and implement best practice programme management vision, strategy, policies, processes and procedures to aid and improve business performance
- Ensure that programme management strategies and processes are in place to meet business objectives and operational needs in terms of price, quality and delivery targets and which enables the company to function and compete effectively in the market
- Evaluate the challenges faced by the business and take action to mitigate risks and develop opportunities
- Contribute to overall business strategy and annual budget process
- Take ownership of the programme management policy, guidelines and any associated documents
- Initiate and develop creative and innovative programme management processes
- Determine, set and deliver goals and objectives for the department within the Business Planning Process in line with the company's strategic aims and objectives

General and Task Management

- Ensure the appropriate systems and procedures are established and followed, ensuring best practices in project management are continually developed and used with appropriate Programme/Project management frameworks in place, incorporating the Gateway Review process if required
- Ensure programme and project reviews are regularly and effectively conducted to drive plan, monitor and control the delivery of programmes to schedule, budget and to the agreed quality level
- Ensure adequate resource in all areas of the business are provisioned to deliver programmes including Engineering, and production capacity
- Escalate and manage programme risks and issues
- Attend various meetings and action/communicate instructions
- Produce written reports and make presentations
- Undertake continuous training and development
- Perform root cause analysis and resolve problems
- Identify business improvement opportunities within the organisation
- Identify and deploy the technical skill sets, resource levels and systems to deliver projects, including the engagement of external resources as required
- Monitor the completion of tasks and ensure good performance and record on appropriate systems
- Consistently promote high standards through personal example and roll out through the team so that each member of the team understands the standards and behaviours expected of them
- Develop, implement and manage key performance indicators (KPIs) for each area of responsibility
- Ensure KPIs are met by working to the overall plan, including management of, and reporting
- Conduct risk assessments of processes and tasks in the department

People Management

- Ensure the delivery of the People Strategy within area of accountability
- Manage and lead the team, ensuring adequate staffing levels, managing holiday allowances, recruitment, training, development, appraisal, attendance, disciplinary issues and daily supervision to maximise efficient productivity
- Motivate and coach the team to operational success
- Monitor the completion of tasks and ensure good performance and record on appropriate systems
- Communicate key performance Indicators (KPIs) from the strategic annual plan so that each employee is aware
- Review, implement and update company records e.g. training matrices, performance reviews, risk assessments
- Provide technical expertise to the team
- Communicate with senior management on programme status, risks and issues in an appropriate and timely manner. Ensure regular and timely communication between project team members
- Review, implement and update company records e.g. training matrices, performance reviews, risk assessments

Financial Budget and Control

- Responsible for achieving budget and forecast
- Produce and monitor budgets for all programme activities

Relationship Management

- Work as part of the Management team to share ideas and improve operation, recommending, supporting and implementing continuous improvement activities and process and procedure improvements to optimise results and improve quality of delivery, in line with quality standards requirements delivery in line with Company and Customer requirements
- Build strong working relationships with external customers and internal departments
- Manage the interface between the customer and engineering and also the internal interfaces between sales, engineering and supply chain/production
- Support the sales and engineering teams with new project cost, time estimates and customer contract development and approval processes

Self Management

- Support, comply and ensure complicity with Health & Safety regulations, the Company Handbook, Quality and Environmental standards, and all other Company policies and procedures
- Inspire and motivate the team
- Consistently manages performance firmly and fairly
- Knows and develops the team
- Resilient, optimistic and open to change
- Is self aware
- Shows moral courage, openness and honesty in all dealings
- Is confident, assertive and self assured

- Has an Adult:Adult, collaborative approach to others

Skills and Attributes:

- Excellent written and verbal communication skills across all levels
- Ability to challenge and influence at all levels
- Strong negotiation skills and decision making skills
- Ability to operate under pressure and tight deadlines
- Positive and pragmatic approach to achieving results
- Strong interpersonal skills and a team player
- Able to work on own initiative
- Ability to analyse problems and recommend a course of action
- Strong leadership and people management skills
- Excellent organisation skills

Qualifications and Experience Levels:

- Educated to degree level (preferably Masters) in a relevant commercial or engineering discipline or equivalent NVQ Level 7 qualification.
- Membership of the an industry related Professional body would be advantageous
- Project Management qualification e.g. PRINCE2
- Previous experience of managing a department/team
- Experience of planning, budgeting and executing complex strategies
- Track record of successfully managing multiple large-scale projects
- Commercially and financially astute
- Substantial and proven industry experience

Example roles this job description may cover:

- Head of Project Management
- Head of Programmes and Projects
- Programme Director