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| Job Title | Resource and Planning Manager |
| Grade | B |
| Function | Change Portfolio Office |
| Job Purpose | The Resource and Planning Manager is responsible for the standards and underlying processes to ensure that project and programme resource requirements are appropriately identified and through a series of resourcing strategies are met. The role is also responsible for ensuring that all projects and programmes have appropriate plans in place, and with specific responsibility for development and maintenance of the overall portfolio plan. This role will drive up the level of maturity of their specialist discipline in line with the Portfolio Office (PfO) vision and will upskill colleagues to practice their discipline across the CQC change portfolio. The role holder will be expected to set and meet KPI and improvement targets for their areas of discipline in line with the overall PfO maturity targets and industry best practice as part of their individual performance objectives |
| Accountabilities and Responsibilities | 1. Works with both internal and external senior stakeholders to influence and engage work to manage Resources and Planning effectively.
2. Communicates regularly and engages in professional debate to resolve issues and differences between stakeholders and to challenge assumptions.
3. Leads by example to evidence the organisational core values.
4. Ensures that teams bond and attends monthly face to face 1-2-1s and quarterly full team meetings as a minimum.
5. Deputises for the Portfolio Management Lead as required.
6. Develops and maintains the portfolio resourcing and planning approach, standards, and tools.
7. Develops and owns the portfolio plan to ensure that project and programme milestones are captured appropriately with dependencies accurately identified and tracked.
8. Plans and chairs structured resource and planning reviews as appropriate.
9. Works with colleagues in the Project Delivery and Business Change team, senior stakeholders to implement resource and planning standards.
10. Provides analysis to senior managers about the resource and planning across the portfolio, making recommendations for portfolio level improvements.
11. Manages resource and planning reporting activities across the portfolio. Works with SROs and Project Directors to ensure effective reporting and communication of key messages and sharing of best practices. Completes work to support resource and planning reporting being embedded across Project teams.
12. Contribute to the vision and project, programme, portfolio standards and champion the use of best practice methods, templates, tools, and processes.
13. Acts as a subject matter expert in the development and implementation of resource and planning standards, tools, and templates.
14. Defines metrics that underpin Portfolio resource and planning performance and produces timely reports that inform recommendations and decisions at ET and its Sub-committees.
15. Provides training, coaching, and mentoring to a number of roles involved in the change delivery effort, enabling individuals to operate effectively within their given remit.
16. Stays abreast of best practice and ensures continuous evaluation and improvement of CQC’s approach to resource and planning.
17. Manages conflict resolution and the unblocking of team issues.
18. Collaborate effectively across the change community to ensure user centric design of Portfolio Office functions and services.
19. Collaborate with Portfolio Office colleagues to ensure the effective integration of the suite of functions and services.
20. Develop and maintain product and process documentation relating to the area of subject matter expertise.
21. Develop and maintain learning and guidance material relating to the area of subject matter expertise.
22. Deliver training and coaching on the application of your specialism in a live setting across your user and senior sponsor community.
23. Act in a specialist practitioner capacity where required across the portfolio, leading events in a delivery setting according to the area of expertise.
24. Act as CQC’s representative for your area of expertise with external organisations and professional bodies.
25. Plan, conduct and direct activity that provides ongoing assurance on the application and effectiveness of Portfolio Office processes.
26. Using CQC’s continuous improvement framework drive the evaluation and development of CQC’s Portfolio, Programme and Project management maturity.
27. Have the appropriate knowledge, skills, and experience to actively promote diversity and equality of opportunity, treat everyone with dignity and respect and avoid discrimination.
28. Role models inclusive behaviours in everyday interactions.
29. Promotes a culture of respect and fairness and understands personal responsibilities around delivering against CQC diversity and inclusion strategy.
30. Demonstrate competence and supports others to achieve behavioural excellence through our Success Profiles ([Success Profiles (cqc.local)](http://intranetplus.cqc.local/Working%20for%20CQC/Performanceanddevelopment/Success%20profiles/Pages/Successprofiles.aspx)) ensuring yourself and those you work with are the best that they can be.
31. Role models and supports others to instil our values into everything that we do.
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| Skills and experience | 1. Experience of delivering complex strategic projects and/or programmes that contain a significant element of business change and digital transformation.
2. Experience of managing resources and planning activities in complex projects and programmes
3. Good knowledge of a wide range of programme/project methodologies and demonstrable experience of applying them appropriately in different contexts (e.g., PRINCE 2, AGILE).
4. Experience of improving performance by coaching individuals to work differently and through embedding new practices and standards.
5. Tenacious, with an eye for detail and ability to pre-empt and solve problems.
6. An ability to influence senior stakeholders with wide ranging and often competing priorities.
7. Strong interpersonal skills with an ability to work in a matrix environment, deliver through others and operate effectively at all levels.
8. Highly analytical and numerate.
9. Good oral & written communication skills.
10. Problem solving skills, able to think conceptually.
11. Demonstrable experience of having a relentless focus on improvement.
12. Good understanding of the digital agenda
13. Experience of learning from and embracing new technologies.
14. Strong negotiation and stakeholder management experience
15. Experience of conflict resolution and ability to proactively identify and implement solutions.
16. Able to work as part of a team with excellent people skills and willingness to contribute as required.
17. Able to work in a fast paced, multi-task environment and meet deadlines.
18. Well organised, self-motivated and attention to detail.
19. Delivery-focused, results orientation.
20. Has a developed knowledge of a number of systems analysis tools and methods from which to draw upon.

**Qualifications****Essential:*** P3O Practitioner
* PRINCE2 Practitioner
* Managing Successful Programmes Practitioner

**Desirable:*** Agile Project Management Practitioner
* Management of Risk Practitioner
* Managing Successful Programmes Advanced Practitioner
* APM Practitioner Qualification
* APM Registered Project Professional
* Project Leadership Programme
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| Values & Behaviours**Excellence**In my work for CQC:* I set high standards for myself and others and take accountability for results.
* I am ambitious to improve and innovate.
* I encourage improvement through continuous learning.
* I make best use of people’s time and recognise the valuable contribution of others.

**Caring**In my work for CQC:* I am committed to making a positive difference to people’s lives.
* I treat everyone with dignity and respect.
* I am thoughtful and listen to others.
* I actively support the well-being of others.

**Integrity** In my work for CQC:* I will do the right thing.
* I ensure my actions reflect my words.
* I am fair and open to challenge and have the courage to challenge others.
* I positively contribute to building trust with the public, colleagues, and partners.

**Teamwork**In my work for CQC:* I provide high support and high challenge for my colleagues.
* I understand the impact my work has on others and how their work affects me.
* I recognise that we can’t do this alone.
* I am adaptable to the changing needs of others.
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